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ABSTRACT

A project of the Task Force on Minorities in the Newspaper Business, this multicolor booklet offers newspaper decision-makers the key numbers and methods needed to assess critically their approach to minority households and organizations. Specifically, the booklet is an up-to-date demographic analysis of key trends among minority groups up to the year 2000: their educational prospects and their occupational outlook in the newspaper industry, their status as consumers, their increasing economic impact and their significance in specific newspaper markets. Sections are as follows: (1) Minorities Count: National Population Trends; (2) Gaining Ground: Education and the Minority Work Force; (3) Minority Markets: Income and Consumer Spending; and (4) How to Use Demographic Data, giving specific step-by-step plans on how to estimate the potential circulation increase in a minority market segment, establish a reasonable market-based minority hiring strategy, and find and use demographic data on minority consumers in a newspaper market. Successful approaches used in newspapers throughout the United States are profiled throughout the booklet. (SR)

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CORNERSTONE FOR GROWTH

■ How minorities are vital to the future of newspapers

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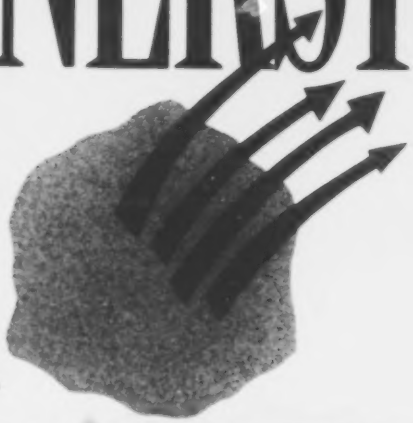

■ How minorities are vital to the future of newspapers

"Cornerstone for Growth: How minorities are vital to the future of newspapers"

The Task Force on Minorities in the Newspaper Business wishes to thank the following people and newspapers for their invaluable contributions to "Cornerstones for Growth: How minorities are vital to the future of newspapers": David Lawrence Jr., publisher and chairman of the *Detroit Free Press*; Sandra White, assistant to the publisher, the *Detroit Free Press;* Deborah Withey, design director for features at the *Detroit Free Press*; George Rorick, director of the Knight-Ridder/Tribune News Graphics Network; Bill Baker, Wendy Govier, Howard McComas, Paul Soutar, Judy Treible and Robbie Adams, Knight-Ridder/Tribune News Graphics Network; Peter Francese, president of American Demographics Inc.; Tom Exter, research director for American Demographics Inc.; Rebecca Piirto, freelance writer for American Demographics Inc.; Rosalie Muller Wright, assistant managing editor for features at the *San Francisco Chronicle;* Bill Sing, business reporter for the *Los Angeles Times*; William Ketter, executive editor of *The Patriot Ledger* (Quincy, Mass.); Melinda Machado, staff director of the Task Force on Minorities in the Newspaper Business; and to *The Hartford Courant*; *The (Lakeland, Fla.) Ledger*; the *Gary (Ind.) Post-Tribune*; the *Port Arthur (Texas) News*; the *Los Angeles Times;* and *The Milwaukee Journal* and *Sentinel* for their cooperation in obtaining "What Works" profiles and accompanying photographs. ■

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PREFACE

Dear Colleague:

You and I both know that over the years, much of the energy behind minority hiring and advancement in our business has been the moral obligation to do what is right and fair. Rightly so. But the results – or the lack of results – tell us that this approach has not been enough.

So we are here to make the case that what is right and fair is also smart business. In the spirit of good reporting, you will find in this publication the facts to support that proposition.

Consider that in the rest of the world the people you and I refer to as "minorities" are, in fact, the majority. In this country, population trends demonstrate that we are rapidly becoming the most multi-cultural country in the world.

By the turn of the century, more than a third of college-age students will be minorities. By then, just 11 years away, more than half of the children enrolled in kindergarten-through-12th-grade will be minorities.

How well poised are U.S. newspapers to serve, and do business with, a more pluralistic society?

Generalizations are always dangerous, of course, and some newspapers can point not only to a real commitment but also to real progress. But for many newspapers, the answer is worrisome, embarrassing and maybe even scary.

Too many publishers and editors are running their news-editorial and business operations according to a model of society that is woefully outdated. The facts herein illustrate just how much is at stake for us in reaching the large potential audience of minority readers and advertisers.

This book was proposed in a February 1988 meeting in Detroit of the executive committee of the Task Force on Minorities in the Newspaper Business. Pushing the idea was Bill Sing, business reporter at the *Los Angeles Times* and vice-chair of the Task Force executive committee. Others who contributed mightily to this book were Tom Exter, project director for American Demographics; Melinda Machado, staff director of the Task Force; George Rorick, director of the Knight-Ridder/Tribune News Graphics Network; Deborah Withey, design director for features at the *Detroit Free Press;* and Rosalie Muller Wright, assistant managing editor for features at the *San Francisco Chronicle*.

The Task Force gratefully acknowledges the financial support for this project. That came from news organizations already known for their commitments to this topic: The Associated Press, the Chicago Tribune Foundation, Cox Newspapers, Dow Jones, Gannett, Knight-Ridder, *The New York Times*, Scripps Howard, the *St. Petersburg Times*, Times Mirror and the *Los Angeles Times*, and *The Washington Post*.

Dave Lawrence

David Lawrence Jr.

Chair/Task Force on Minorities in the Newspaper Business
Chairman and publisher of the Detroit Free Press

SUMMARY

■ *Myths about minority markets and readers*

As American newspapers work harder to survive and prosper in a slower-growing economic environment, those publications that successfully target minority communities should emerge among the fittest. To counteract the decreasing numbers of traditional readers, flat or falling circulation figures and mixed advertising revenue trends, newspaper publishers must focus on the most dynamic segments of their local communities – minorities – as a cornerstone for future growth.

Minority communities are generally underappreciated or misunderstood by both publishers and marketers, but these populations[1] – primarily blacks, Hispanics and Asian Americans – are the fastest growing segments of the American population. Their clout as consumers and potential advertisers is rising beyond the simple population swell. Minority household income is increasing, and more are starting their own businesses. The problem facing newspaper managers now is how to translate these demographic realities into rising circulation and advertising figures.

Putting newspapers on more solid financial ground ultimately must involve establishing more solid connections with dynamic growth areas such as these communities. To do this, newspaper managers and publishers must become more sensitive to the needs of minority groups both as readers and advertisers. They must recognize and dispel certain myths that have proliferated about minority readers and markets.

This booklet is a project of the Task Force on Minorities in the Newspaper Business. In the following pages, it will provide the demographic and economic facts to expose these myths.

Myth #1 *Pursuing minority markets is futile because minorities don't read newspapers.*

Myth #2 *Spanish-speaking and Asian groups make poor markets because they resist English-language newspapers.*

Myth #3 *Minority hiring levels can't be raised because there aren't enough qualified minority employees.*

Myth #4 *Minority groups can't afford to advertise in the newspaper.*

To locate the facts that refute these myths, it is helpful to look at the 1988 American Society of Newspapers Editors' study, "Minorities and Newspapers." Many minorities, it found, distrust newspapers because they view them as predominantly white institutions. Many black people doubt newspapers' concern with community well-being and feel newspapers are more concerned with profits than public interest. With Hispanics, it is more often a matter of tone and the detached American coverage style. Despite these concerns, blacks rate newspapers more highly on reliability and quality of reporting than nonminority respondents. (Asian and Native Americans were not surveyed.)

There is a basis to the impression of newspapers as white institutions. ASNE data for 1987 show that 55 percent of the daily newspaper newsrooms in the United States did not have even one minority professional, and minorities made up only 7.02 percent of the 55,300 newsroom professionals, including reporters and editors.

This is a serious tactical error. A staff with awareness and sensitivity about issues important to minority readers can establish minority sources and can contribute to increasing newspaper circulation among

[1] **DEFINITIONS:**
This report uses the Census Bureau concept of race: respondents' self-definitions.
Minority includes the following groups, mutually exclusive where noted:
Black (does not include Hispanics)
Hispanic (not included in any racial category) this is an ethnic, not a racial classification.
Asian American (includes Pacific Islanders)
Native American (includes Alaskan natives)
Nonminority (includes primarily white, non-Hispanic)

minority households. Here, the impression as well as the quality of the coverage is critical. Minorities who feel they are unrepresented have little incentive to subscribe or advertise.

Minorities on a news-editorial staff can provide meaningful coverage beyond negative news stories on crime and poverty. Minority executives and managers in the business office, as well as in the newsroom and on the editorial page, can send significant signals to readers and advertisers that the newspaper cares about representing all segments of its market. In addition, these professionals in advertising, circulation, finance and marketing can help establish other crucial links between the newspaper and the growing minority business community.

Those who argue that Spanish-speaking or Asian communities resist circulation efforts by an English-language newspaper might remember that the children of today's recent immigrants from Latin America and Asia can be the readers of tomorrow's newspapers, even if their parents still prefer to read and speak in their native tongue. By creating a strong presence in minority homes and classrooms, newspapers can cultivate these future readers.

Publishers must begin planning for the future now with community outreach, Newspapers In Education (NIE) programs and aggressive minority hiring and recruiting strategies, as exemplified by the efforts of *The Hartford Courant* and the *Port Arthur News*. Hiring more minorities as newspaper employees at all levels, from management to the newsroom to advertising to circulation, is an effective strategy to improve the image of the newspaper, establish news and commercial connections and, ultimately, to gain minority readers and advertisers.

Favorable facts

Newspapers that succeed in attracting more minority readers and advertisers will benefit from several facts:

- Between now and the year 2000, 87 percent of all U.S. population growth will be in minority communities. To offset flat circulation trends, newspapers must tap into these growth areas.

- The newspaper readership gap between blacks and nonminorities is lessening. While total daily readership of newspapers is falling, black readership has fallen half as far as white readership since the mid-1970s.

- Minority interest in newspaper content is increasing. Once the link is established, black readers show above-average loyalty to their newspapers and are, in fact, more interested in stories on education, entertainment, health, consumer tips, major crimes, fashion, computers and home improvement than are nonminorities.

- Minority newspaper readership can be expected to increase as their educational and income levels rise. Better educated black people in the upper-income groups are more likely to read newspapers than their nonminority peers. Language is an obstacle with some Hispanics and Asians, but readership among educated, upper-income members of both groups is as high as that of nonminorities.

- National advertisers are investing more attention and money in minority markets, while at the same time there is a trend toward media fragmentation – splitting audiences among television stations, magazines and newspapers. This works in favor of newspapers. No other print media and few electronic media address their audience so consistently every day. Newspapers that can consistently reach these consumers could attract more of the national and local retail ad business.

- Minorities will be a growing portion of the labor force, and are well positioned to make gains on newspaper payrolls. More than 56 percent of all new workers entering the labor force between now and 2000 will be minorities. Employers will need to attract these workers to replace those who leave the newspaper labor pool.

- Much of the groundwork is already in place. Minority populations, which are geographically concentrated in selected states and metropolitan areas, can be reached through target marketing, zoning and special sections. Many newspapers already have some minority readers and so have a base on which to persuade more minority business owners to advertise.

Challenges

The challenges inherent

in the task of attracting more minority support for newspapers are, however, substantial:

■ As the population ages, newspapers must attract younger readers. Minority populations are growing most rapidly and are also younger. They also are becoming a larger proportion of the total under-35-year-old population. Older readers, often quite loyal to their newspapers, will gradually have to be replaced by new generations of readers in the coming decades. Unless newspapers become a vital part of the lives of emerging generations of young readers, future circulation growth is in jeopardy.

■ If strategic investments in training and education by newspapers aren't made now, there will be a significant dearth of qualified new workers by the mid 1990s. Moderate industry growth and retirement of some workers will necessitate new hiring, but the number of qualified new college graduates will not be sufficient to fill available positions, especially in the information industry, at least until 2000.

Talented minority youth will be able to choose among careers, but the newspaper business has a strategic interest in competing for those minority employees to reflect the diversity of the country and to improve minority coverage and contact. Training, internships and scholarships offered to minority students in junior and senior high school could help generate interest in newspapers.

■ As the workforce ages, publishers will have to be prepared to pay higher wages. Many smaller and medium-size newspapers have been able to offset higher salaries paid to older workers by paying entry level workers low salaries. This will have to change as the available pool of young workers shrinks and more employers compete for fewer new workers.

Newspapers will need to offer higher salaries and better benefits to attract all young workers to journalism and to jobs throughout newspaper companies. ■

How to Use This Booklet

This booklet offers newspaper decision-makers the key numbers and methods needed to critically assess their approach to minority households and organizations. This is not an affirmative-action cookbook. It is an up-to-date demographic analysis of key trends among minority groups up to the year 2000, their educational prospects and their occupational outlook in the newspaper industry. It is also an analysis of minorities as consumers, their increasing economic impact and their significance in specific newspaper markets.

At the end, there are specific, step-by-step plans on how to estimate the potential circulation increase in a minority market segment; establish a reasonable market-based minority hiring strategy; and find and use demographic data on minority consumers in your newspaper market. ■

QUINCY

Changing with the times

By William B. Ketter
Editor of The Patriot Ledger
Quincy, Mass.

A 15-minute subway ride from downtown Boston puts you in a working-class neighborhood of tree-lined streets, 50-year-old homes and the changing face of America.

Kendall and Price streets in this quiet suburb were mostly all white until five years ago. Then word spread in Boston's Asian community that the neighborhood was a good place to buy a house and raise a family.

Today, the 43 homes along Kendall and Price streets are occupied by 67 whites and 56 Chinese, Cambodians and Vietnamese. A 54-46 white-to-Asian ratio.

"The change has occurred overnight," says Mayor Francis X. McCauley. "They are moving in fast and we, in turn, are trying our best to deal with the influx."

Since 1984, an estimated 10,000 Asians have settled in Quincy, a city of 90,000 people separated from Boston only by the narrow Neponset River.

Many are refugees from Southeast Asia or immigrants from China and Hong Kong. But many also come from Boston's Chinatown, where they lived in cramped quarters for years.

Most are attracted by the opportunity to own or rent a nice home and still remain a quick subway ride from their jobs and the social support network of a big city.

Quincy, Mass.

They also cherish the educational opportunities available to their children. Smaller classes and more courses. A chance for the next generation to get out of the long hours in restaurant kitchens and ahead economically.

A common problem, however, is the language barrier. Many of the newcomers do not speak English. This has restricted the movement of adults into mainstream suburban life and resulted in cultural confusion.

The Patriot Ledger is trying to lead by example by reflecting Quincy's changing face in the paper's work force – from the newsroom to the pressroom; from the front counter to the paper counter.

This includes hiring Asian American reporters and photographers who speak and write Chinese. They know and understand the cultural differences involving family responsibility, personal sacrifice and spirituality.

Take, for example, Asian American reporter Paula Block. Since joining *The Patriot Ledger* eight months ago, she has cultivated news sources and developed several important issue stories because of her ability to speak Mandarin.

Stories such as:

- The cultural tug-of-war between Asian-born parents and their American-born children. The traditional way versus the American way.
- The disproportionate crime rate against Asian immigrants, and why bilingual police officers are necessary to respond to complaints.
- Changing community conditions and the need for greater access to education, health and government services.

The result has been a reaching out to the newcomers by the city with special English language classes, job opportunities, citizenship programs and improved crime prevention.

"We've worked hard to get Asian residents into the mainstream of Quincy city life," Mayor McCauley said. "And it has paid off."

It is also helping Quincy prepare for the future by building up its human capital and, thereby, gain a competitive advantage in the marketplace of ideas and and skills. ■

SECTION I

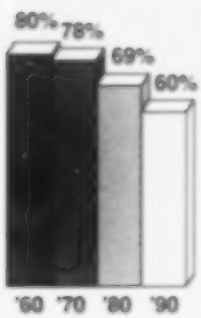
Minorities Count: National population trends

Three major factors will be shaping the makeup of the U.S. population up to and beyond the year 2000: First, the U.S. population is growing at less than 1 percent a year, more slowly than ever before. Second, the population is aging, and third, it is becoming more ethnically and racially diverse.

At the same time, newspaper readership is falling, and circulation figures have been relatively flat for at least 20 years. Between 1961 and 1988, the proportion of American adults reading a daily paper dropped from 79 percent to 60 percent. Average daily circulation for morning and evening newspapers has risen slightly, from 62.1 million in 1970 to 62.8 million in 1987. *(See Charts 1 and 2)*

Newspaper readership

Percent of adult population



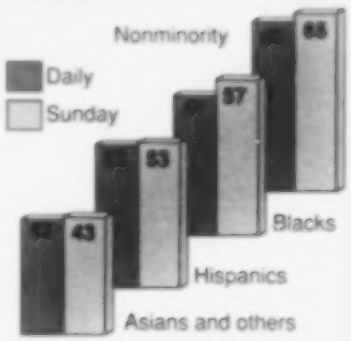
To generate readership and circulation growth in this context, publishers must look for new customers in the fastest growing segments of the population, and they must deepen their penetration of existing markets. Since they are growing faster, minority communities hold significant growth potential. But capitalizing on this growth means better meeting the needs of these populations through market planning, hiring and community outreach.

Slower Growth

The sluggish U.S. population growth applies to all regions of the country, even the boom areas of the West and South, where nearly 90 percent of national population growth since 1970 has occurred. Even if that rate continues, as it is expected to, growth will diminish as the national population rate levels off.

Chart 2

Percent of adults reading newspapers in 1988



In the South, growth should slow from 16 percent to 11 percent between the 1980s and 1990s. Western growth will slow from 21 percent to 14 percent in the 1990s. Many of the newspaper markets in the West and South, accustomed to fast growth, will have to prepare for this new demographic reality.

Businesses in the Northeast and Midwest, which have largely accommodated themselves to near zero growth, will have more of the same. Growth in the Northeast was nil in the 1970s, about 3 percent in the 1980s and is projected to be 2.4 percent in the 1990s. In the Midwest it was 4 percent in the 1970s, about 1.5 percent in the 1980s and should be only 1.2 percent in the 1990s.

Movement between areas also will decrease, since an older population is also a more stable population. As the baby-boom generation settles into middle age, families will have less incentive to uproot themselves and move. Despite the lure of retirement in the Sunbelt, most retirees will stay put.

Immigration is the most probable source of future population growth, in light of falling birth rates and rising deaths in an older population. It adds between half a million and a million people a year (including an estimate of illegal aliens). Although it is still too early to determine what the impact of the 1986 immigration

reform law will be on U.S. demographics, it is likely immigrants will account for much of the nation's future population growth, and most of them will come from Latin America and Asia.

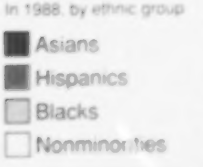
Increasing Diversity

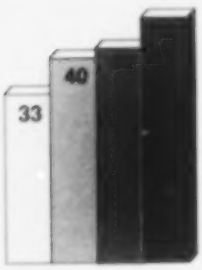
The U.S. is becoming more of an ethnic and racial melting pot. The total minority population – blacks, Hispanics, Asian Americans, Native Americans and others – made up 20 percent of the total U.S. population in 1980, will represent 24 percent in 1990, grow to 28 percent by 2000 and reach 32 percent by 2010. *(See Table 1)*

After peaking in 1988, nonminority birth rates are expected to decline, while births among minorities are increasing. This means that minority populations also are younger than the nonminority population. The median age among Hispanics is 25.5 years, among blacks 27.5 years, and Asians 28.4 years, compared with the 33.2 year median age of nonminorities.

Percent of population under age 35

In 1988, by ethnic group





Growing five times faster than the rest of the population, total minority population is expected to rise from 46 million in 1980 to 61 million in 1990, a 33 percent increase, compared with a 6 percent increase for the nonminority population. During the 1990s all segments of the population, including minorities, are expected to grow more slowly. However, the total minority population still will grow by 29 percent, compared with only 3 percent for nonminorities in the 1990s. *(See Chart 3)*

Table 1

Projection of minority populations: 1980 to 2010

(population in millions)

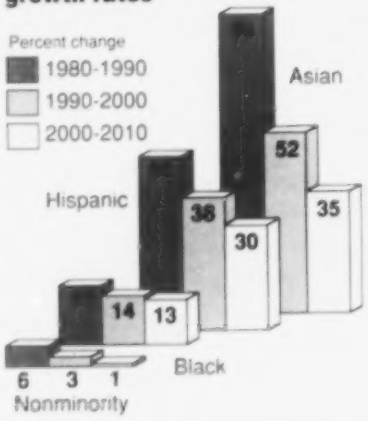
	1980		1990		2000		2010	
Total population	226.5	100%	252.3	100%	274.4	100%	294.1	100%
Nonminority	180.6	80%	191.6	76%	197.6	72%	200.2	68%
Minority, total	45.9	20%	60.7	24%	76.8	28%	93.9	32%
Black	26.1	12%	30.5	12%	34.8	13%	39.2	13%
Hispanic	14.6	6%	21.9	9%	30.3	11%	39.5	13%
Asian	3.5	2%	6.5	3%	9.9	4%	13.4	5%
Nat. Amer./Other	1.7	1%	1.8	1%	1.8	1%	1.8	1%

Note: Estimates of Hispanics by race have been subtracted from white, black and other races so that minority groups are mutually exclusive.

Source: Bureau of the Census, 1980 Census and Current Population Reports, Series P-25, No. 995, projection series 17; Leon F. Bouvier and Anthony Agresta, "Projections of the Asian American Population, 1980-2030" in James T. Fawcett and Benjamin Carino, Asian and Pacific Immigration to the United States, and American Demographics.

Chart 3

Ten-year population growth rates



Hispanics are fast becoming the largest minority group, having grown by 50 percent in the 1980s. Asians, however, are the fastest growing group, although their total numbers are smaller. The number of Asians grew by 86 percent in the 1980s, from 3.5 million to an anticipated 6.5 million in 1990. Asians are projected to grow by 35 percent between 2000 and 2010, Hispanics by 30 percent and blacks by 13 percent. The nonminority growth rate in the same period is projected to be 1 percent.

These rates are due to higher minority birth rates and immigration. The Hispanic birth rate is 2.8 births per woman, compared with 2.2 for blacks, 1.2 for Asians and 1.7 for nonminority women.

Between now and 2010, Hispanics as a group will catch up to blacks as a percentage of the total U.S. population. Hispanics will grow from 6 percent of the total population in 1980 to 13 percent in 2010.

while blacks will grow from 12 percent to 13 percent . Asians are gaining by one percentage point each decade, from 2 percent in 1980 to 5 percent by 2010.

Future growth

As minorities make up a bigger portion of the total U.S. population, minority groups also will account for more future growth because their birth rates and immigration rates are higher. This means that between 2000 and 2010, minorities will account for 87 percent of new U.S growth, while nonminorities will make up only 13 percent of population growth. *(See Chart 4)*

Between 1990 and 2010, nonminorities' share of the total population growth will decrease from 43 percent to 13 percent, while the shares of growth for all minority groups will increase.

As a result, even as growth slows for all segments of our population, minority groups will multiply as a proportion of the total population and diversity will continue to increase.

Share of growth between 1990 and 2010

Regions and states

Among the four census regions, the South has the largest minority population as a percentage of the total population, but by the year 1990, the West will overtake it. The minority population of the West was 22 percent in 1980. It will grow to 32 percent in 1990 and to 37 percent in 2000. The South will retain second place by 2000, its minority population growing from 27 percent to 28 percent to 30 percent for each of the decades preceding the year 2000. *(See Chart 5)*

The Northeast will retain the third largest minority population throughout 2000. Minorities in the Northeast made up 16 percent of the total population in 1980. That will rise to 21 percent in 1990 and 25 percent in 2000. In the Midwest, the minority population increase will be the smallest, from 13 percent in 1980 to 15 percent in 1990 to 17 percent in 2000.

Most of the largest population states, including California, Texas and New York, also have the largest minority populations, but some smaller states have the highest proportion of minorities. Hawaii has the highest percent minority of any state, estimated at 74 percent in 1988. New Mexico, with 52 percent in 1988, rising to 62 percent in 2000, is second. Asian American and Pacific Islanders are the prominent minority group in Hawaii, and Hispanic and Native American groups are the major minorities in New Mexico.

Chart 4

Minorities represent larger shares of national growth

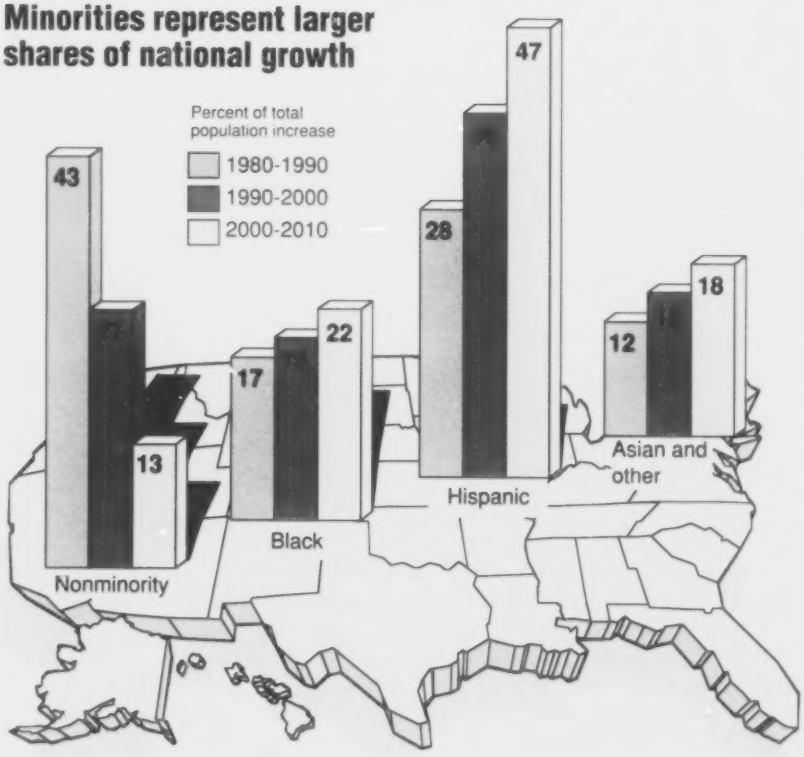
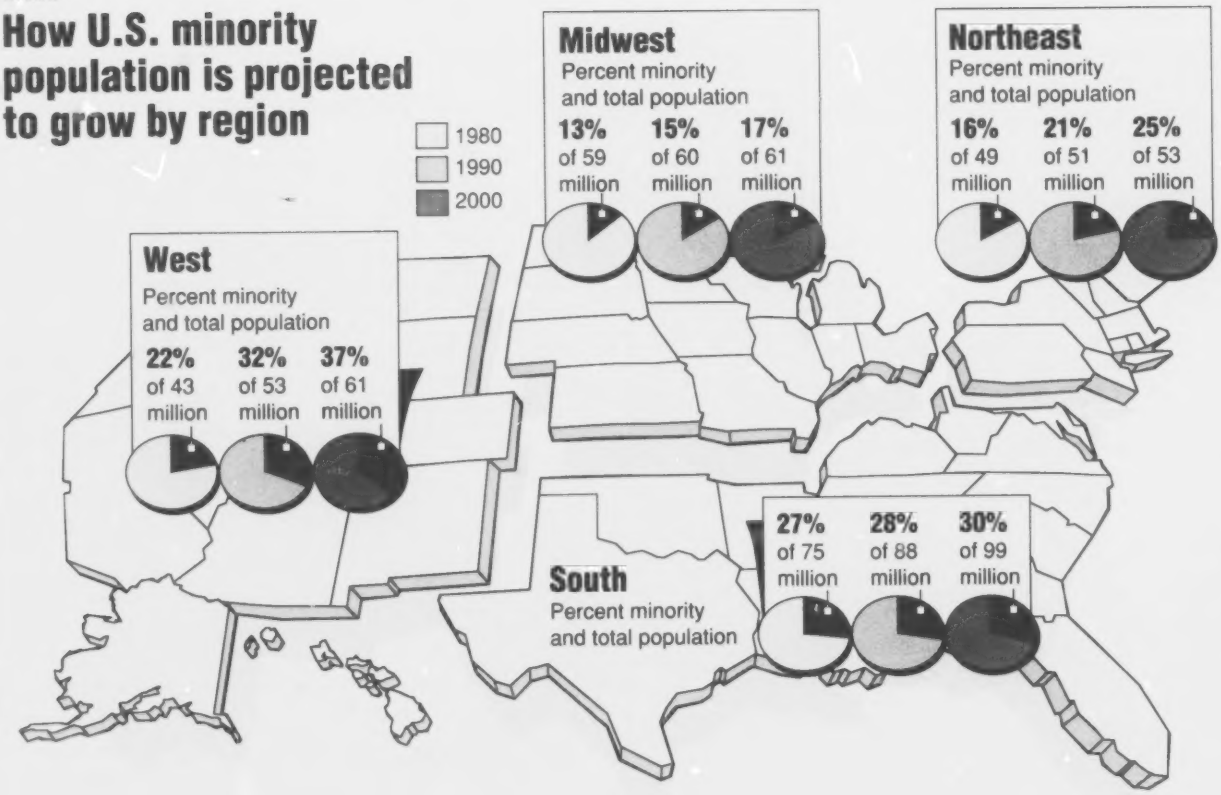


Chart 5

How U.S. minority population is projected to grow by region



Three New England states – New Hampshire, Vermont and Maine – have the lowest percent minority, only 2 percent in 1988.

By the year 2000, 15 states will have minority proportions at or above the national average of 28 percent. California and Texas will be nearly 50 percent minority by 2000.
(See Table 2)

The chart shows the geographic concentrations of minorities. The states do not shift much in ranking between 1988 and 2000 – a confirmation of the notion that states with the largest minority concentrations today will be the ones with the greatest minority concentrations in the year 2000. This factor contributes to their viability as consumer markets and their "reachability" through newspaper advertising.

Implications for newspapers

These population changes will have a profound effect on all industries, especially newspapers, which are particularly dependent upon the goodwill of consumers. The easiest thing for a reader or advertiser to do is to stop using the paper. To generate positive reaction from consumers, newspaper publishers must understand who their readers and advertisers are, what they want and how the market is changing.

Some doubt exists about how effectively the newspaper industry as a whole has marketed itself, both as a news source and an advertising vehicle. Newspaper circulation figures have risen by only 1 percent between 1970 and 1987, from 62.1 million to 62.8 million daily morning and evening editions. During the same period, the total population has risen by 19 percent.

Table 2

States ranked by percent minority population in 2000

(population in thousands)	1988			2000		
	Total population	Minority population	Percent minority	Total population	Minority population	Percent minority
Hawaii	1,101	815	74%	1,378	1,061	77%
D.C.	617	457	74%	650	478	74%
New Mexico	1,557	806	52%	2,017	1,247	62%
California	28,074	10,772	38%	34,332	16,284	47%
Texas	17,192	6,230	36%	20,713	9,093	44%
New York	17,755	5,493	31%	18,433	7,366	40%
Mississippi	2,661	998	38%	2,948	1,116	38%
Louisiana	4,507	1,556	35%	4,628	1,744	38%
Maryland	4,599	1,464	32%	5,405	1,811	34%
South Carolina	3,464	1,115	32%	4,003	1,281	32%
Illinois	11,584	2,941	25%	11,868	3,725	31%
New Jersey	7,756	1,940	25%	8,758	2,711	31%
Arizona	3,542	931	26%	4,733	1,424	30%
Georgia	6,384	1,860	29%	8,155	2,386	29%
Alabama	4,119	1,130	27%	4,520	1,254	28%
Florida	12,249	3,004	25%	15,798	4,325	27%
Alaska	554	135	24%	704	188	27%
Delaware	649	143	22%	752	193	26%
North Carolina	6,512	1,649	25%	7,669	1,948	25%
Colorado	3,350	653	20%	3,908	983	25%
Virginia	5,977	1,374	23%	7,048	1,697	24%
Nevada	1,021	192	19%	1,335	290	22%
Michigan	9,231	1,682	18%	9,480	2,044	22%
Oklahoma	3,288	560	17%	3,460	685	20%
Tennessee	4,891	869	18%	5,397	1,006	19%
Arkansas	2,400	434	18%	2,592	473	18%
Connecticut	3,235	464	14%	3,531	634	18%
Ohio	10,779	1,419	13%	10,893	1,652	15%
Washington	4,564	542	12%	5,115	752	15%
Wyoming	505	50	10%	501	73	15%
Missouri	5,132	672	13%	5,517	785	14%
Kansas	2,477	281	11%	2,592	368	14%
Pennsylvania	11,860	1,429	12%	11,789	1,629	14%
Indiana	5,531	620	11%	5,639	761	13%
Massachusetts	5,849	562	10%	6,238	785	13%
South Dakota	707	68	10%	732	87	12%
Utah	1,772	207	12%	2,040	237	12%
Oregon	2,733	235	9%	2,948	340	12%
Rhode Island	989	82	8%	1,075	116	11%
Idaho	1,009	75	7%	1,073	110	10%
Wisconsin	4,797	376	8%	4,903	498	10%
Montana	811	66	8%	814	81	10%
Kentucky	3,738	333	9%	3,826	376	10%
Nebraska	1,593	113	7%	1,595	144	9%
North Dakota	669	38	6%	645	45	7%
Minnesota	4,271	217	5%	4,602	307	7%
Iowa	2,803	109	4%	2,612	140	5%
West Virginia	1,886	83	4%	1,765	84	5%
New Hampshire	1,088	25	2%	1,366	45	3%
Vermont	552	10	2%	606	18	3%
Maine	1,193	21	2%	1,303	29	2%

Source: U.S. Census Bureau, Series P-25, No. 1017, and American Demographics.
Note: The projection assumes the 1980 Census distribution of Hispanics by state.

Even taking into account a decline in the popularity of reading and lifestyle changes, such a population increase should deliver higher circulation figures. Clearly, if circulation is steady and the population is increasing, there are larger segments of the population who are not being touched at all by their daily newspapers.

After 2000, minorities are projected to be the only growing population sectors. By 2010, 87 percent of the population growth will be among minority groups. If newspapers are not reaching these groups now, serious circulation planning needs to begin.

This section disproves two of the myths newspaper professionals say may be keeping many publishers from forming strategies to better reach minority communities:

Myth #1: *Pursuing minority markets is futile because minorities don't read newspapers.*

Fact: Readership differences are a function of education and income, not race. As incomes and educational levels for minorities increase, so does their likelihood of reading the newspaper. Readership differences level out with education, according to 1988 Mediamark Research, Inc. figures.
(See chart on next page.)

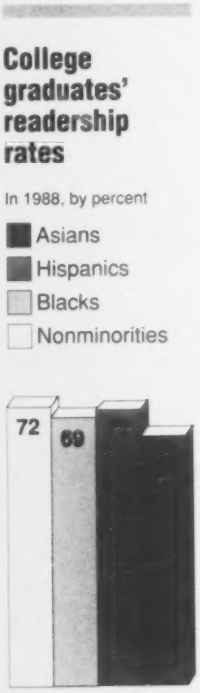
Reading a local morning daily newspaper is also 30 percent more popular with blacks than with adults in general, according to a 1988 survey of 12,000 black consumers by Impact Resources of Columbus, Ohio. All reported reading

regularly. The survey also showed black newspaper readers are more likely to read classified ads and ad circulars than all newspaper readers.

And the National Opinion Research Center at the University of Chicago found some evidence that the readership gap is lessening with time. Between 1975 and 1983, the nonminority daily readership level fell from 67 percent to 57 percent, while the black readership level fell less, from 54 to 49 percent.

College graduates' readership rates

In 1988, by percent



Much of the resistance in minority communities also could come from the perception that the newspaper is a white institution. By hiring more minority newspaper employees, this image could be changed.

Myth #2: *Spanish-speaking and Asian groups make poor markets because they resist English - language newspapers.*

Fact: It is dangerous to lump all Hispanics together or all Asians together, or for that matter, any group of people. Each newspaper must approach the minority communities in its area based on sound market research. Even if there is resistance to an English-language paper among first-generation minority adults, their children and grandchildren will be the newspaper's future readers. ■

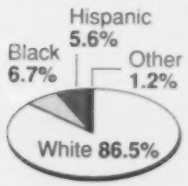
WHAT WORKS IN:

■ *Hartford*

Michael J. Davies
Editor, publisher and CEO
The Hartford Courant

Circulation:
225,470 (D); 309,019 (S)

Population of Hartford



Trends: Between 1980 and 1988, Hartford's Hispanic population grew by 39 percent, blacks by nearly 6 percent and whites by more than 2 percent. These trends are expected to continue. In a decade, those seeking entry-level jobs will be mostly women, blacks and Hispanics. The white, male college graduate in his 20s will become an endangered species.

Hiring: An associate editor in the newsroom has the major responsibility for minority recruitment, and all news managers have specific goals. We attend job fairs and collect names and resumes even when we do not have openings.

Development: We sponsor three participants each year in a 16-week clerical training program run by the Urban League. At the end of the program, the three people get a two-week tryout at *The Courant*. We have hired a dozen or so people from this program.

The newsroom offers three one-year internships for minority Hartford-area candidates. We are flexible about traditional requirements, such as a college degree, and look for people with promise.

Publisher Michael J. Davies

Advertising: We're working with a minority merchants' association to develop a tabloid advertising supplement. It also would contain advertorial material, such as profiles of businesses and business people. To sell it, we're going door to door. We're zoning the section for the city and the suburbs the merchants most want to reach. This section could become an annual report on business in that area of Hartford.

Considering: A Sunday insert that would target Hispanic readers.

Response: When I came to town, cars carried bumper stickers labeling us "The Un-Hartford Courant." The community-vs-newspaper split was significant and arose from a cutback on local news coverage, including coverage of minority affairs. That just isn't an issue anymore. And in the minority community, there is growing awareness that we have a large minority workforce and that we have spent, and are continuing to spend, considerable resources to make progress.

Working on: We don't have enough high-ranking minorities who can act as role models for current and prospective employees.

Advice: In addition to the social reasons for attracting and promoting minorities and women, it also makes business sense. The more our business reflects the population, the better chance we will have to keep readers and advertisers, and, will have a better chance to increase readership and advertising linage. That translates into a healthier bottom line, and that's something to which publishers can relate. ■

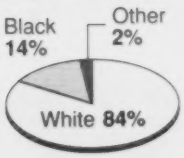
WHAT WORKS IN:

Lakeland

Don Whitworth
Publisher
The Ledger, Lakeland, Fla.

Circulation:
73,013 (D); 90,356 (S)

Population of Lakeland



Circulation director Sam Diaz (left), publisher Don Whitworth, classified phone supervisor Fannie Henderson

Recruitment: We have made available to Florida Southern College, which is in Lakeland, a $2,000-a-year grant for a journalism scholarship. We strongly encourage that the winner be a minority.

We routinely attend most career fairs in Florida, including those in high schools, community colleges and universities. Through recruiting at universities and at the national convention of the National Association of Black Journalists, we have identified candidates, either for *The Ledger* or for other papers in the New York Times organization. We look for candidates for advertising and circulation as well as the newsroom.

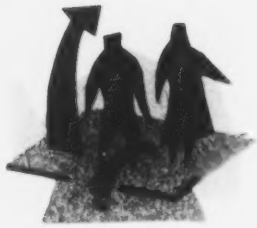
We don't overlook our needs in technical departments, such as the pressroom and mailroom. We give information about those areas to technical schools in Central Florida.

Coverage: Our "Writing Workshop," a group of reporters who meet once a month over lunch to discuss writing and reporting, has decided to devote several sessions to minority issues. They plan to meet with a group of blacks who are not community leaders to discuss stories and their perceptions of newspapers and *The Ledger*.

Outreach: We financially support a summer program designed to acquaint young people in our community with the activities and opportunities of the local YMCA. We asked the Y to carve out a curriculum, and we pay for the instructor and for a driver to get the kids there. It only costs $1,500 to $2,000 for two six-week sessions.

Participation: We encourage our department heads and others to participate in community events and programs. Recently, for example, we bought a corporate table and attended the annual dinner of the local NAACP. For the ad space we purchased in their program book, we produced an ad reflecting the interests and goals of the NAACP. It featured a sketch of Martin Luther King Jr., drawn by an artist in our newsroom. It had just a brief line underneath. The NAACP people were so taken by it, they asked to use the art on the cover of the program book.

Making progress: I don't know that I could give another publisher advice. This is something you have to make a commitment to. It's not easy. Progress comes slowly. As one result of making it known in our community that we care about minority hiring, a local junior high school principal told me of a young woman he knew who was majoring in journalism. We followed up. I would not have been contacted at all if people were not aware of our commitment. ■



SECTION II

■ *Gaining Ground: Education and the minority work force*

The story of educational attainment for black and Hispanic youth is one of the glass appearing half full and half empty at the same time. Half empty because there is no question that teachers and administrators face unprecedented challenges in educating today's multi-racial, multi-cultural students. Dropout rates are still high. Resources are strained as the increasing proportion of childless taxpayers grows reluctant to shoulder the financial burden of public schools. Drugs and violence pervade many inner-city public schools.

But over the long haul, the trends have been upward and the glass appears now more than half full. The bigger educational picture for blacks and Hispanics is one of substantial progress.

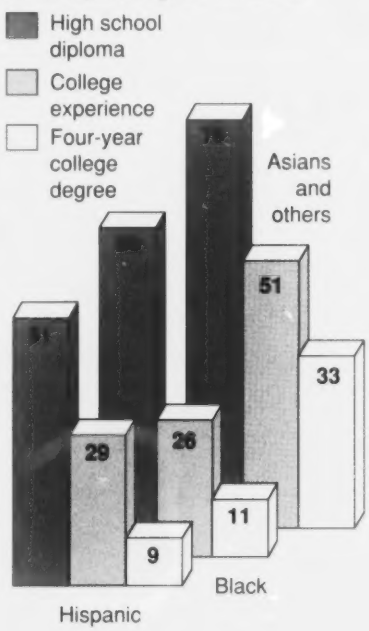
Myth #3: *Minority hiring levels can't be raised, because there aren't enough qualified minority employees.*

Fact: Increasing numbers of minorities are graduating from college and entering the professions. Business and management is the most popular field of study among minorities, and computers and communications also are popular. The problem lies in the future, when there will be fewer high school graduates simply because there will be fewer Americans that age. High school graduates dropped by 16 percent between 1977 and 1987 and will drop another 11 percent to 2.4 million by 1992.

Chart 6

Educational attainment of minorities, 1987

Percent of persons age 25+ with at least:



To offset these projected declines in total new labor force entrants, newspapers and other industries must emphasize training programs such as technical and professional internships and even start recruiting potential employees at the junior or senior high school levels, as is being done at *The (Lakeland, Fla.) Ledger*. To attract new workers in a tightening labor market, newspapers and other industries must offer competitive salaries and benefits.

Asian Americans' educational attainments generally surpass those of non-minorities. The number of Asians with a college degree has remained steady at 33 percent since 1980, compared with 21 percent for non-minorities.

For blacks, the number of high school graduates more than doubled during the 1970s, rising from 3.3 million to 6.8 million. Since 1980, they have increased by another 40 percent to 9.9 million. Blacks with at least a high school diploma made up 32 percent of black adults over age 25 in 1970, rose to 51 percent in 1980, and increased to 63 percent by 1987. *(See Chart 6)*

Progress among Hispanics has been slower but in the same direction. The percentage of Hispanic adults (age 25 and older) with at least a high school diploma rose from 32 percent to 44 percent between 1970 and 1980. By 1987, 51 percent of Hispanic adults had a high school diploma. U.S. Hispanic adults with a high school degree more

than doubled between 1970 and 1980, from 1.3 million to nearly 3 million, and rose to 4.8 million in 1987. Even considering that part of that increase is due to improvements in Census Bureau data collection for Hispanics, the trend is real and substantial.

The numbers of minority college graduates also are increasing. Blacks age 25 and older with a four-year college degree rose from half a million in 1970 to more than 1 million in 1980. The proportion with at least a four-year college degree almost doubled from 4.4 percent in 1970 to 8.4 percent in 1980. By 1987, 1.7 million blacks or 11 percent of the black population age 25 or older were college graduates.

For Hispanics, the long-term picture is similar. The number of Hispanic college graduates more than quadrupled from 178,000 in 1970 to 810,000 in 1987. The proportion climbed from 4.5 percent to 9 percent of all Hispanics aged 25 and older.

As college experience is clearly a step in the direction of a better prepared work force, these are positive trends indeed. By 1987, fully 26 percent of black adults and 29 percent of Hispanic adults had completed at least one year of college. That represents substantial progress from 1970 when only 10 percent of black adults and 11 percent of Hispanic adults had seen a college classroom.
(See Chart 7)

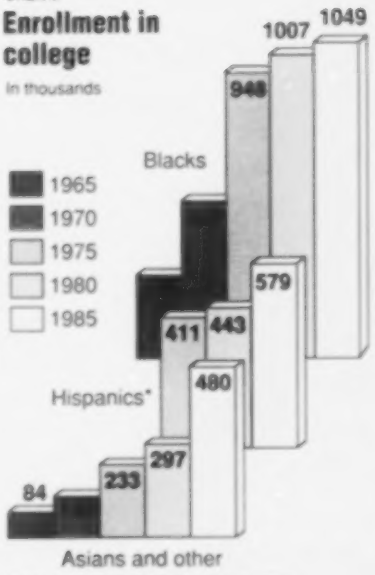
One question employers might ask is: What percent of college graduates are members of minority groups? Only the 1980 census gives a clear distribution for mutually exclusive minority groups. The census shows that 12 percent of four-year college graduates and 14 percent of those with a post-graduate education are minorities. These percentages are likely to increase over time.

Total black enrollments in college increased between 1965 and 1985 though the growth rate slowed in the 1980s. Fewer male high school graduates, both black and white, went to college in the 1980s, but by 1986 there were still 1.1 million black students attending college. There were also more than 500,000 Hispanics and 500,000 Asians in college.
(See Chart 8)

Chart 8

Enrollment in college

In thousands



*Data for 1965 and 1970 not available

Chart 7

Readership rates by educational attainment

Percent of ethnic group reading a daily newspaper at given education levels

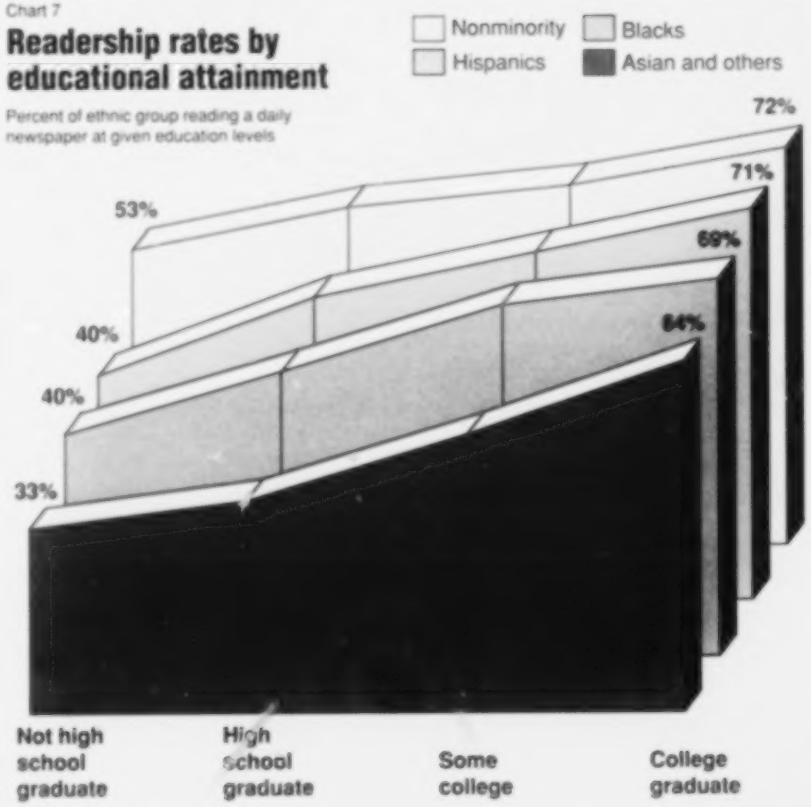


Table 3

Preferred fields of study for minorities

fields of study representing at least 2 percent of bachelor's degrees conferred in 1984

Fields of study	All minorities		Blacks		Hispanics		Asians		Native Americans	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Business and management	24,727	23%	13,341	24%	5,686	22%	4,898	20%	801	20%
Social services	11,163	10%	5,999	11%	2,829	11%	1,926	8%	409	10%
Education	9,393	9%	5,221	9%	2,939	11%	777	3%	456	12%
Engineering	8,284	8%	1,980	4%	1,764	7%	4,350	18%	190	5%
Health services	5,433	5%	2,972	5%	1,293	5%	971	4%	197	5%
Life sciences	5,418	5%	2,172	4%	1,239	5%	1,854	8%	153	4%
Computers/information science	4,991	5%	2,087	4%	800	3%	1,970	8%	134	3%
Psychology	4,786	4%	2,515	5%	1,286	5%	795	3%	190	5%
Communications, including journalism	4,362	4%	2,889	5%	828	3%	506	2%	139	4%
Visual and performing arts	3,328	3%	1,469	3%	789	3%	864	4%	206	5%
Letters	2,744	3%	1,539	3%	634	2%	454	2%	117	3%
Public affairs	2,462	2%	1,811	3%	420	2%	122	1%	109	3%
All others	22,555	21%	11,478	21%	5,496	21%	4,758	20%	825	21%

Source: U.S. Dept. of Education

Career choices

Minorities have made significant advances up the occupational ladder. And this trend should continue, given that a full 23 percent of minority college students graduated in 1984 in the higher-income field of business and management. The next most popular degrees were in social services, education, engineering, health services, life sciences and computers. Communications, which includes print and broadcast journalism, was ninth on the list and attracted 4 percent of minority college students.
(See Table 3)

Minorities are entering the upper levels of the job market, but the gains are more dramatic for blacks and Hispanics than for Asian Americans because of different starting points, Asians being either more educated or more recent immigrants.

Since 1980, the number of blacks at the very top of the job ladder – executives, administrators and managers – increased by 46 percent (from 510,800 to 745,700). Hispanics at the top increased by 51 percent in the same seven-year period (from 335,100 to 506,000).
(See Table 4)

Focusing on a group of occupations that are related to the kinds of jobs found in newspapers, similar gains have been made. There has been a 44 percent gain in the number of blacks employed as financial managers and a 79 percent gain for black accountants and auditors.

The spread of computer technology has brought blacks and other minorities into computer-related jobs, much as has happened with nonminority segments of society. As an example, black systems analysts and computer scientists have increased nearly four-fold from 9,400 in 1980 to 30,800 in 1987. Hispanic systems analysts and computer scientists more than doubled, increasing from 4,800 to 9,800 during that period. Technological change and the increasing numbers of minority college graduates undoubtedly also have contributed to the rise among black technical writers.

Minority photographers, editors and reporters (not necessarily employed by newspapers) also have multiplied significantly. The number of black photographers climbed by 77 percent, from 4,900 in 1980 to 8,600 in 1987. Hispanic photographers increased more slowly but still increased over those seven years. Black reporters and editors grew by 45

percent from 7,600 to 11,000.

Increases among minority professionals in nearly every field match the numbers for those in executive and administrative positions. The point here is that upward occupational mobility has pervaded the minority work force. The path may be difficult, but significant advances have been made. (Figures for Asian and Native Americans not available.)

Opportunity in labor shortages

The labor force is aging, and women and minorities are becoming greater proportions of the entire labor force. Newspapers must develop hiring and recruiting strategies now in order to attract qualified workers in the 1990s.

Into the 1990s, the present shortage of entry-level workers will worsen as the work force ages. An older work force is a more experienced work force, but also a more expensive work force. As labor costs rise, newspapers must decide how to make the best use of personnel. *(See Chart 9)*

The chart shows dramatic increases in the number of older workers and a decline in the number of younger workers throughout the 1990s. Latest projections available from the Bureau of Labor Statistics show the total work force growing by 21 million (18 percent) by 1990. This increase comes from 25 million more workers between ages 35 and 54, offset by a drop of 4.2 million in workers between age 20 and 34 over the 14-year period.

Chart 9

Our aging work force

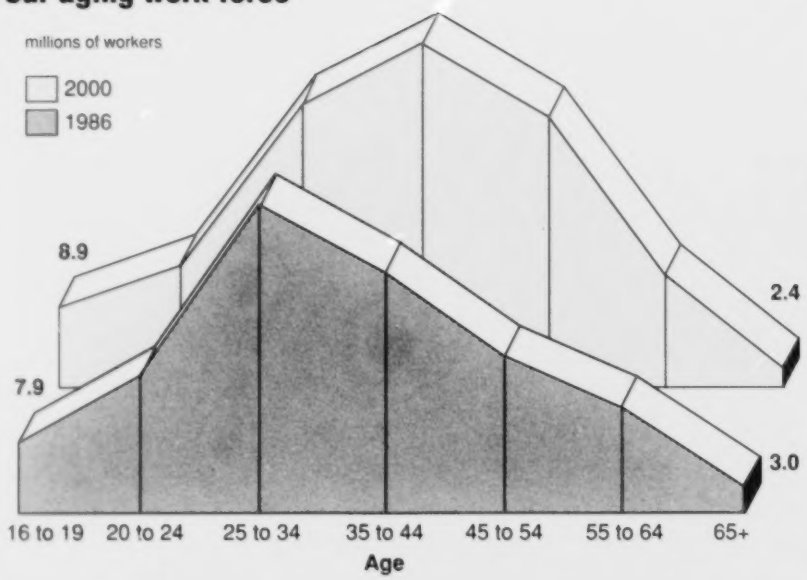


Table 4

Blacks and Hispanics in selected occupations in 1980 and 1987

Employed persons aged 16 and older

	1980		1987	
	Population	Percent of occupation	Population	Percent of occupation
Black				
Total executives, administrators, managers	510,800	5.0%	745,700	5.6%
Financial managers	12,500	3.1%	18,000	3.9%
Managers in marketing, advertising	12,800	1.9%	13,300	3.0%
Accountants, auditors	52,000	5.2%	92,900	7.4%
Systems analysts, computer scientists	9,400	4.7%	30,800	6.9%
Technical writers	2,300	4.8%	2,900	5.7%
Photographers	4,900	5.4%	8,600	6.8%
Editors, reporters	7,600	3.7%	11,000	4.1%
Hispanic				
Total executives, administrators, managers	335,100	3.3%	506,000	3.8%
Financial managers	11,400	2.8%	16,200	3.5%
Managers in marketing, advertising	14,700	2.2%	10,200	2.3%
Accountants, auditors	31,800	3.2%	43,900	3.5%
Systems analysts, computer scientists	4,800	2.4%	9,800	2.2%
Technical writers	800	1.7%	800	1.6%
Photographers	3,800	4.2%	3,900	3.1%
Editors, reporters	7,500	3.7%	6,900	2.6%

Source: 1980 Census and 1987 annual average from Current Population Survey.

(See Chart 10)

Geography and the transient nature of these younger workers also present greater problems for newspapers in slow-growth regions. It is no coincidence that the states in the South and West with the fastest growing economies also attract more new residents from other states and other countries. Mobile populations gravitate toward jobs; so as the economies of these states grow, the population grows. On the other hand, the tightest labor markets will continue to be the Northeast and Midwest, where newspapers will have even more difficulty attracting younger workers.

Productivity issues will become critical in the years ahead because of the aging labor force. Competition for promotions will be intense, as every reporter cannot move up to managing editor, and every ad salesperson cannot move up to vice president, advertising.

In the 1990s, newspaper companies will have to compete in a seller's labor market with other employers of young, college-educated entrants to the labor force.

Who will be the future workers?

Nearly all baby boomers (those born between 1946 and 1964) who want to work are already in the labor force, as current employment rates show. The smaller post-baby-boom generation coming of age now faces the lucky situation in which fewer job candidates chase after more job openings. For employers, however, this should be a stimulus for innovation in job training, a new focus on worker retention and competitive personnel strategies.

Competition for workers also creates more opportunities for minorities. In the 1980s, 26 percent of new entrants to the labor force were Hispanic, 17 percent were black and 10 percent were Asians and others. With projected birth and labor force participation rates, minorities will represent an even larger proportion of the labor force in 2000.
(See Chart 11)

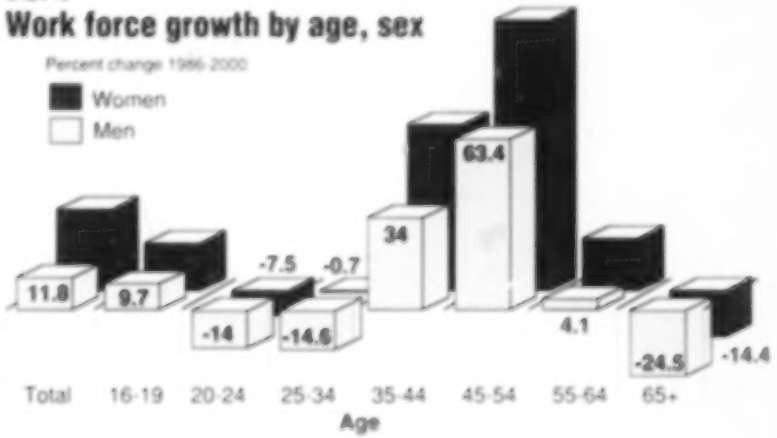
Most recent Bureau of Labor Statistics projections show that the labor force will rise by 21 million new workers between 1986 and 2000. Women will outnumber men among new workers by nearly 2-to-1, 63 percent to 37 percent. This is because women are participating more in the labor force, while men are leveling off.

Minority workers will continue to gain ground in the labor force: In 1986, 20 percent of all workers were minorities; by 2000, that number will increase to 25 percent. Interestingly, minority men and women will capture about an equal number of jobs, while nonminority women will fill about four times as many jobs as nonminority men.

Hispanics will enter the labor force in larger numbers than blacks. Over the 14 years of the projection, 6 million more Hispanics should be added to the labor force but only 3.3 million more blacks. In part because of their faster population growth rates, Hispanic and Asian American workers are expected to increase by more than 70 percent, while the black labor force will grow by only 27 percent.
(continued on page 23)

Chart 10

Work force growth by age, sex



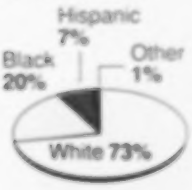
WHAT WORKS IN:

■ *Gary*

Jane Scholz,
Publisher and President
Post-Tribune, Gary, Ind.

Circulation:
74,659 (D); 88,808 (S)

Population of Gary
(two-county market)



Executive Editor Al Johnson (left) and Publisher Jane Scholz

Challenge: Declining population. Gary itself, where the paper is located, is 85 percent black. Northwest Indiana is a highly segregated area. Many blacks in the city of Gary are afraid to go into the suburbs. Many suburban whites are literally afraid to come into the city. There are very few places in Northwest Indiana where whites and blacks interact.

We have defined our editorial mission as that of telling all of Northwest Indiana about all of Northwest Indiana. We're the only medium that does that. Editorially, we've been a very strong voice for regionalism and cooperation.

Image: In the 20 years that Richard Hatcher was mayor, he held a weekly press conference, which ran on local cable, in which he regularly blasted us as a racist newspaper. At one time, some of what he had to say was probably true; later, when so many businesses had left town, he may have just needed someone to blame for Gary's problems. But the motivation didn't matter so much as it did that he was the mayor and a revered figure and he was saying it.

Outreach: People at the *Post-Tribune* are involved in the community in meaningful ways, not just on a letterhead but out there raising money and getting things done. The general manager is chairman of a task force on developing the Gary airport. I am a vice-chair of the Urban League. This Sunday I will speak during the service at a Baptist church in West Gary to solicit new members for the Urban League.

Coverage: We have minorities and women in the newsroom in roles where they are making decisions about which stories are being covered and how they're played. The executive editor is black, for example; so are the news editor and the assistant lifestyle editor. Our managing editor, city editor and lifestyle editor are women. If there's a question about bias in reporting or selection of stories, their decisions are going to reflect a valuable perspective.

We've done lots of other things – such as involving people in the community on editorial advisory boards and holding town hall meetings all over the area – but nothing has had a greater day-to-day effect than having people who are most sensitive to the issues on the firing line making decisions.

Training: The best thing we can do is train newsroom editors to listen. A local college professor has been working with us to improve communications. It has nothing directly to do with efforts to serve minorities better, but we find that racial and gender issues come up in this process of building better working relationships. When they do, we deal with them. ■

Minorities in newspapers

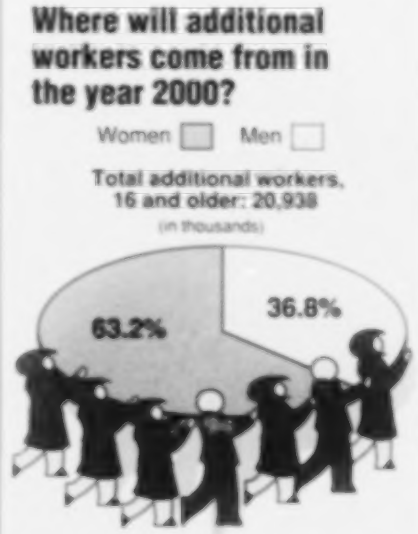
In the 1980s, 46 percent of new workers were minorities, and this trend will intensify into the next century. As the work force becomes more minority-based, the newspaper industry and all employers will need to look to minorities to fill future hiring needs. The obstacle to this is that although minorities are advancing in both educational and professional attainment throughout the work force, they still are concentrated in lower-skilled, lower-paying jobs. More resources must be concentrated on training and educational support for minorities if newspapers and other industries are to have an adequate supply of qualified employees.

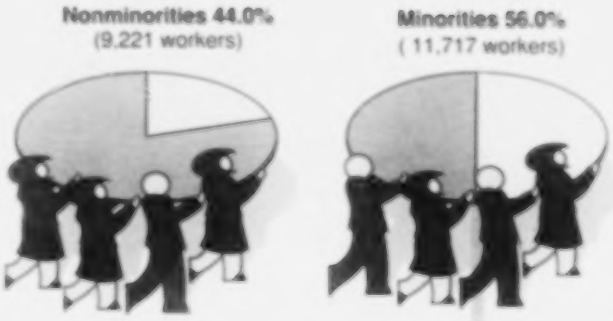
Newspaper hiring needs in all departments will be growing – 14 percent (62,000 jobs) by 2000, according to the Bureau of Labor Statistics. The total newspaper work force will grow from 458,000 in 1986 to between 508,000 and 541,000 in the year 2000.

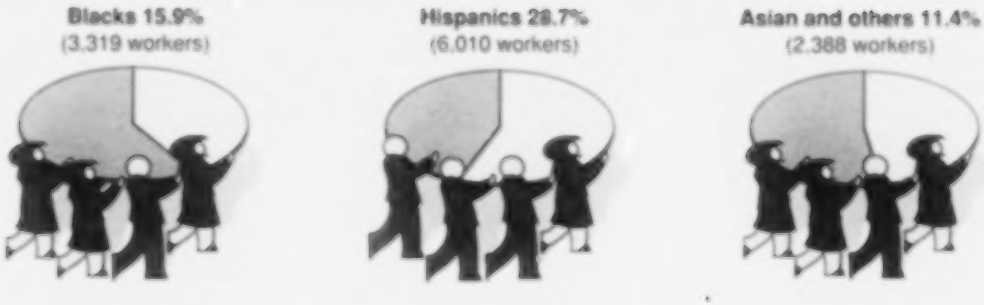
But the newspaper sector growth is just 0.9 percent annually, lagging behind the 1.1 percent employment growth rate in the total printing and publishing industry. Total publishing industry growth is being driven by the dynamic growth in specialty publications, including software manuals, trade publications, technical publications, catalogs and directories, and elementary school textbooks. This means that there will be demand for all publishing workers – writers, editors, editorial, production and marketing managers, business managers and art directors. Newspapers will be one of many industry groups vying for a fewer number of qualified job applicants.

By 2000, there will be more skilled jobs and fewer unskilled jobs, except in the service sector, the Bureau of Labor Statistics projects. This is also the case in the newspaper industry. Lower-level skilled jobs for craft workers (typesetters and compositors) and operatives (printing machine operators) are being phased out or supplanted by technology. In newspapers, as in the job market as a whole, education or technical training will be the key to securing anything other than an unskilled job.

Although minorities have made gains in the newspaper industry, those gains are still







small and most minority employees still are concentrated in the lower job levels. To place minority employment in the newspaper industry in perspective, we must rely on the only comprehensive survey to date, the 1988 American Newspaper Publishers Association survey of minority employment in newspapers. That survey, which measured minority employment as of January 1988, will serve as a benchmark against which the employment gains of minorities in all newspaper departments can be judged.

(See Chart 12)

Chart 12 summarizes the results of the 1988 ANPA survey for each occupational level within each newspaper department.

- Overall, minority employees account for 16 percent of the total newspaper work force. Among executives and managers from all newspaper departments, minorities account for 7 percent. They range from 5 percent of executives and managers in news-editorial departments to 11 percent of executives and managers in circulation departments.

- Ten percent of all professional and technical personnel in newspapers are minorities. They range from a low 7 percent in marketing/promotion/research to 16 percent of accounting and finance. Minority accountants have the highest representation within the professional and technical occupational levels.

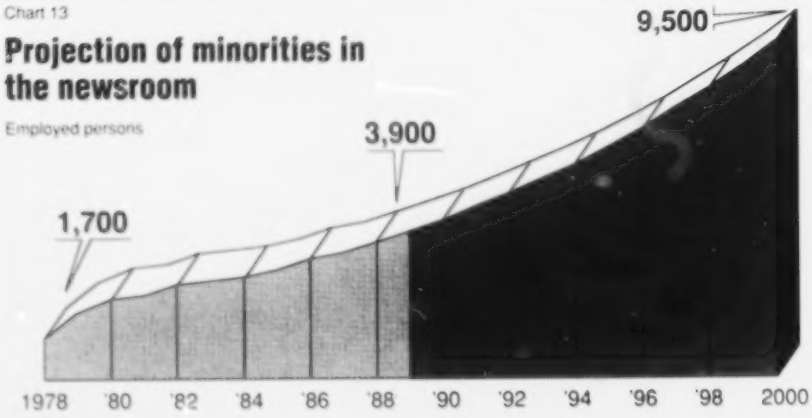
- Sales workers are found primarily in advertising and circulation. Minorities represent 12 percent of sales workers in advertising and 20 percent of sales workers in circulation. Overall, minorities account for 16 percent of sales workers across all departments.

- Minorities among clerical and administrative support personnel account for the second highest share – 22 percent – among all occupational levels. Only service workers have higher, 34 percent. Service workers are concentrated in production departments and among ancillary workers in general management departments.

- Machine operators and craft workers are found in circulation and production departments. Minorities account for 18 percent of all operatives and 12

Chart 13

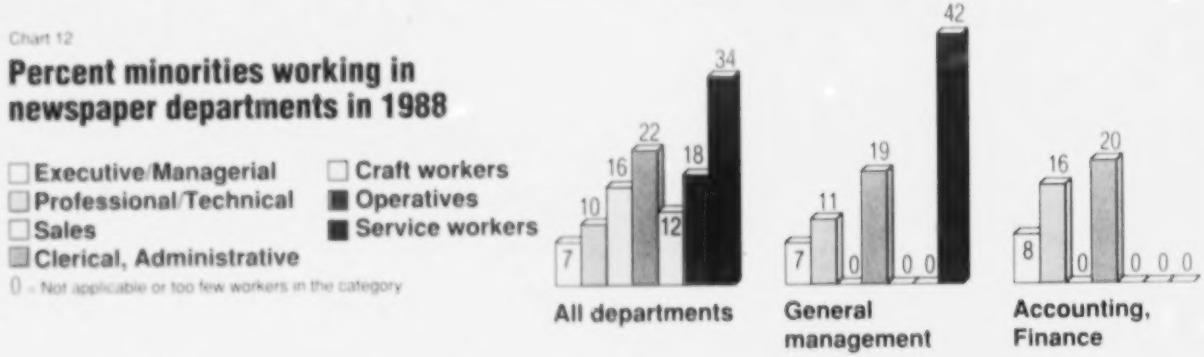
Projection of minorities in the newsroom



It should be noted that only 35 percent of newspapers responded to the survey. Despite the low response rate, those newspapers responding reflected a broad geographic cross section of the industry and a broad representation among all circulation size classes. Respondents also came from areas of high and low minority population concentration. Results are presented as sample percentages and are not projected to the newspaper industry as a whole.

Chart 12

Percent minorities working in newspaper departments in 1988



percent of all craft workers in newspapers.

ASNE surveys show that minorities in the newsroom increased by 129 percent between 1978 and 1988, from 1,700 to 3,900. During that period, minority reporters, editorial supervisors, copy desk editors and photographers grew from 4 percent to 7 percent of newsroom staffs. *(See Chart 13)*

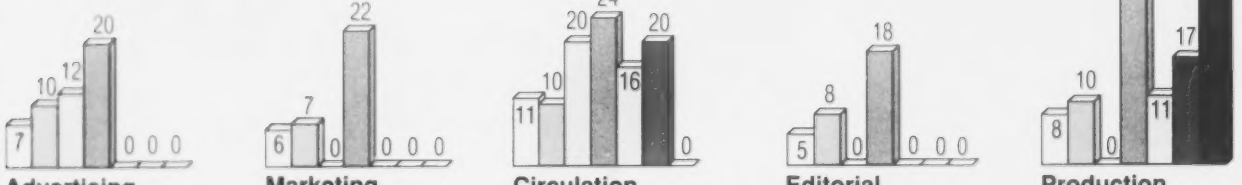
The chart shows a projection for minority employment in the newsroom, given the past trend toward hiring increases.

As minorities become a larger proportion of the population, a larger portion of potential newspaper consumers and advertisers and a larger portion of the work force, newspapers that increase minority hiring levels will benefit.

A market-based approach to hiring minorities

No industry can increase revenues without changing as customers' needs change. The newspaper industry has, in a sense two kinds of customers, readers and advertisers. In the changing racial and ethnic climate of the 1990s, no newspaper can expect increases in circulation or ad revenues without a well thought-out strategy for dealing with minority hiring.

Hiring and promoting more minority employees can set the stage for circulation and ad revenue growth. As the newspaper hires more minorities in the newsroom, quality of the coverage of minority populations should improve; hence the image of the newspaper as a white institution, unresponsive to minorities, will fade. More minority readers will be likely to buy the paper to read about news concerning their community. As minority ad salespeople, finance, circulation and promotional professionals are hired, the newspaper's penetration into the minority business community is strengthened. And as minority readership and circulation figures improve, the newspaper is better positioned to sell to national and local advertisers. ■



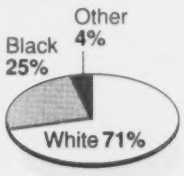
WHAT WORKS IN:

■ *Port Arthur*

Michael A. Laosa
Publisher
Port Arthur, News

Circulation:
23,084 (D); 24,620 (S)

Population of Port Arthur
(market area)



Challenge: Port Arthur is a waterfront city whose industrial base is shipping and petrochemical refining. The city's minority population – mostly black with growing Hispanic and Vietnamese communities – has increased. The 1990 U.S. Census will probably show Port Arthur as a city where the so-called minority has become the majority. Meanwhile, several predominantly white suburban communities that surround Port Arthur are growing, while the Port Arthur numbers remain unchanged or are declining.

What we have to do as a newspaper is look at the demographics of our readers and relate to each of those market segments. Our research shows that we have 62 percent readership among white households and 66 percent readership among black households.

News coverage: The number one way to make sure you're covering the minority community and giving all readers the broadest perspective of the community is by having minorities on your staff. Your newspaper can better understand and serve the community if staff members are part of it.

Publisher Michael A. Laosa

We also encourage department heads, editors and sub-editors to get involved in civic organizations. This doesn't mean that they become the p.r. persons for this or that civic organization. We want our key people to get to know people all over the area.

Outreach: We held a series of "Meet the Newspaper" meetings over four months. It was a chance for people to meet the editor, the publisher, and key editors and department heads. We put our newspaper and ourselves on display. Attendance ranged from six to 40 people. We covered the discussions as a news story and published them. Now that people know what our phone number is and know we do respond, it's less necessary to have formal sessions. However, we will no doubt repeat these sessions sometime in the future.

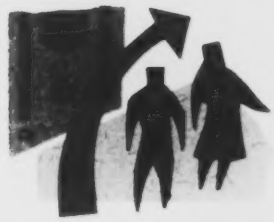
We also are active, through financial contributions and in our news columns, in fighting illiteracy, which is estimated at 23 percent of the adults in our area.

Access: We publish guest columnists on the op-ed page. This is not just geared toward including minority viewpoints. However, it has been an excellent addition to the coverage of local issues, and it lets people of different viewpoints know they have access to their newspaper.

Hiring: If you want to hire a minority, go to where they are. Ask people in the black community for suggestions; you may get some names and, at any rate, it lets people know you're genuinely interested. We attend job fairs, sometimes as part of Cox Newspapers and sometimes on our own. If necessary, we will keep a position open longer to make sure we're interviewing minority candidates.

Recommended: Multi-cultural training. Cox Newspapers has put on cultural sensitivity sessions where, basically, you experience the personal effects of racism. Anyone who goes through that doesn't come out the same. You begin to see things a little differently. It heightens your awareness of people's differences and helps you better understand how to solve problems.

Advice: It's a matter of emphasis. If you truly believe that minority readers are as important as anyone else, it will be reflected in the emphasis you give it. ■



SECTION III

■ *Minority Markets: Income and consumer spending*

It is no longer possible to ignore or minimize the growing buying power of minority populations. These are dynamic growth markets. This is being increasingly recognized by some of the most successful U.S. companies: For example, McDonald's has focused ads on the black market and PepsiCo launched a "Para ti, para mi" ad campaign in Los Angeles and sponsors the Cinco de Mayo parade in Miami.

Still, for the most part, minority markets are undertargeted and not well understood by consumer advertisers and marketers alike, partly because it only has been relatively recently that any real resources have been allocated to minority market research. As more is known, consumer goods and services businesses are re-evaluating their regional and local market strategies and focusing more on the growth potential of minority markets.

Newspapers are in a strategic position now to take advantage of the growing clout of minority consumers as readers and advertisers and the increasing interest of national advertisers in these markets. National markets are fragmenting as television loses its ability to deliver the national market consistently. Advertisers are looking to market segmentation strategies to reach their markets more effectively.

The role of newspapers in this process still is evolving, but techniques such as neighborhood zoned editions and targeted inserts show that newspapers can reach target markets most directly. As target marketing takes hold among national advertisers, newspapers' special ability to deliver specifically targeted markets consistently will undoubtedly gain more attention.

Myth #4: *Minority groups can't afford to read or advertise in newspapers.*

Fact: Minority income levels and the minority proportion of disposable income is increasing. Readership differences between minorities and nonminorities disappear in the upper-income groups.

The biggest obstacle to increased newspaper circulation and advertising among minority communities is not so much financial as it is attitudinal. It is up to newspaper publishers to start looking at the future demographic realities and begin focusing more attention on winning minority readers and advertisers.

Market clout

The trends seen in the population and the workforce also carry over to the consumer market. Minority populations have the fastest growing portion of disposable income, and they are spending it. *(See Table 5)*

Asian American households have the highest median incomes among minority groups – $28,036 in 1987. That's more than the $27,427 for nonminorities, according to the

Table 5

Growth of minority spending power

(thousands of households; in constant 1986 dollars)

	Households		Mean income		Total after-tax income (billions)		After-tax income change
	1981	1987	1980	1986	1980	1986	
All households	82,368	89,479	$21,652	$23,683	$1,783	$2,119	19%
Nonminority	71,872	77,284	$22,424	$24,570	$1,612	$1,899	18%
Minority*							
Black	8,847	9,922	$15,236	$16,398	$135	$163	21%
Hispanic	3,906	5,418	$18,030	$18,817	$70	$102	45%
Asian/Other	1,649	2,273	$21,831	$25,077	$36	$57	58%

Source: Census Bureau, American Demographics.

*Groups do not sum "total minority" because Hispanics may be of any race.

latest Census Bureau figures. Black median income was $15,475, but had risen 4.3 percent since 1980 after accounting for inflation, the most of any minority group. Hispanic 1987 median income was $19,305, a 2.6 percent increase over 1980.

After-tax disposable income – an aggregate amount of dollars available for spending – among Hispanic households increased by 45 percent between 1980 and 1986. Asian Americans' after-tax disposable income jumped 58 percent and black income rose 21 percent, compared with an increase in nonminority after-tax disposable income of only 18 percent. Minorities possessed 13.5 percent of the total $2.1 trillion in 1986 disposable income, but that proportion has increased to 15.2 percent since 1980 and can be expected to continue increasing as minorities gain in educational attainment and as a proportion of the population.

Not only is the proportion of disposable income available to minorities increasing, but the size of the minority middle class is increasing. Looking at the percentage of households with an annual income of $20,000 or more, Asian Americans again have made the most significant advances. The proportion of these households with incomes of $20,000 or more has risen from 32.9 percent to 62 percent between 1981 and 1988. *(See Table 6)*

The percentage of Hispanic households with incomes greater than $20,000 fell from 60 percent to 48 percent and black households rose from 38.8 percent to 40 percent over the seven-year period.

These figures are especially important for the newspaper industry, because at $20,000 the readership gap between minorities and nonminorities levels out. Minorities show less significant differences in rate of readership of newspapers with greater income. *(See Chart 14)*

The number of black households with incomes greater than $35,000 in constant 1985 dollars rose by 33 percent, from 1.2 million in 1975 to 1.6 million in 1985. The proportion of all black households in those upper income ranges climbed from 13.7 percent to 16.2 percent.

Among Hispanic households, the proportion with incomes greater than $35,000 rose from 15 percent in 1975 to 19 percent in 1985. The number of upper-income Hispanic households more than doubled to nearly 1 million during that period. The unsung reality for a large segment of black and Hispanic households is that, even after taking into account inflation over this 10-year period, they have made steady progress into middle- and upper-income brackets.

Consumer spending

Despite income differences among minority groups and between minorities and nonminorities, spending by minority consumers is closer to the average, and, in some cases, above the average for all consumers.

The Hispanic market is a $141 billion annual flow of consumer dollars, according to *Hispanic Business* magazine.[3] Major consumer marketers such as Procter & Gamble, Bristol-Myers, PepsiCo, Coca-Cola, McDonald's, General Motors and most major food, drug and automobile advertisers have

[3] Based on after-tax estimates of aggregate income and personal consumption expenditures.

Table 6

Minority households with income of $20,000 or more: 1981 and 1988

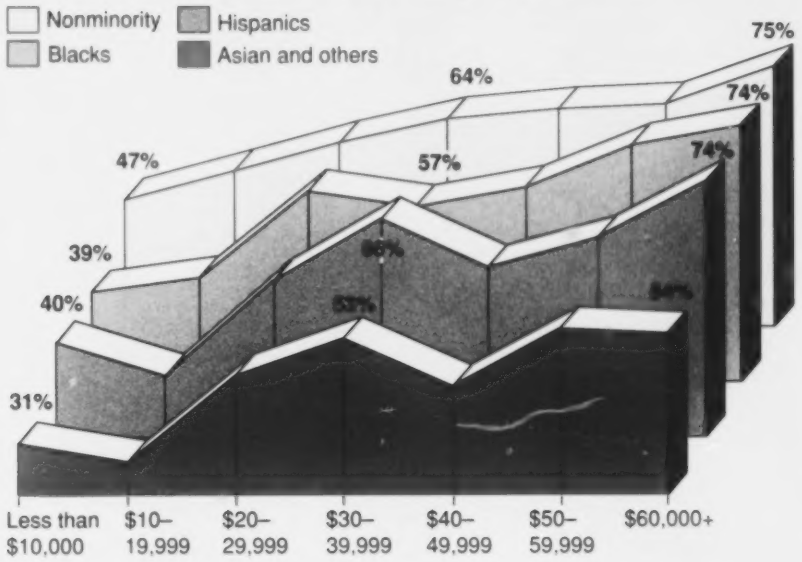
(households in thousands; constant 1987 dollars)

	All households		Households with income of $20,000+		Percent change in households with $20,000+	Percent of 1988 households with $20,000+
	1981	1988	1981	1988		
All households	82,368	91,066	45,386	55,555	22%	61%
Nonminority	71,872	78,469	41,406	49,972	21%	64%
Minority*						
Black	8,847	10,186	3,437	4,086	19%	40%
Hispanic	3,906	5,698	2,342	2,761	18%	48%
Asian/other	1,649	2,411	542	1,497	176%	62%

Source: Bureau of the Census and American Demographics.
* Groups do not sum to "total minority" because Hispanics may be of any race.

Chart 14

Percent reading any daily newspaper by income



concluded that the extra cost of developing Hispanic-targeted advertising and distribution systems is well worth the payoff in increased sales.

One example of Hispanic market clout is found in one of the biggest Hispanic markets – the 28 counties surrounding New York City. The 2.6 million Hispanic residents of these counties represent 13 percent of the U.S. Hispanic population, and their estimated 1988 buying power was $18.9 billion, roughly the GNP of Chile, according to a market study based on 1,500 personal interviews done in 1987 by the Miami-based Strategy Research Corp. In that area, 45 percent of Hispanics are Puerto Rican, 28 percent Dominican and 19 percent (the fastest growing segment) are immigrants from South and Central America. Up to 50 percent of all Hispanics are recent immigrants.

This recent Hispanic market research shows an interesting finding with an implication for newspapers – more than 40 percent of respondents reported that they buy products from companies that show an interest in the Hispanic consumer and 67 percent said they considered a company's interest or recognition of the Hispanic community when shopping.

The Miami Herald has done extensive research on its surrounding community of Cuban Americans, has launched a Spanish-language edition, *El Nuevo Herald*, and added Spanish columns to the English editions. Newspapers that study their expanding Hispanic markets and act upon that research will send a message to their Hispanic communities that could earn Hispanic loyalty as the competition for that market heats up.

In all black households, spending on consumer goods rose to $158 billion in 1986 and represents about 7.3 percent of all consumer spending in that year, according to the national Consumer Expenditure Survey of the Bureau of Labor Statistics. In 1986, the latest year for which detailed consumer expenditure data are available, average annual spending for the 10.3 million black households was $15,337.

In 1988, Johnson Publishing of Chicago, which produces *Ebony* and other magazines for the black market, estimated that blacks are a $218 billion market.

In 1987, blacks represented 19 percent of the market for toiletries and cosmetics, 34 percent of the market for hair-care products and more than 12 percent of the market for bleach, cooking oil and powdered detergent, several categories of consumer goods that also are heavily advertised in newspapers. Several major categories in newspaper advertising – food, tobacco, liquor, automotive, travel, public utilities, insurance, apparel and personal care – also are important segments of black consumer spending.

The Asian American market reached about $35 billion in 1988, according to the media firm of Muse, Cordero & Chen of Los Angeles. The Asian population is extremely diverse, and up to 70 percent of all Asians are recent immigrants.

Asian marketing specialist David Chen, vice president of Muse, Cordero & Chen, asserts that Asian

Americans, Hispanics and blacks share the same values. These include strong preferences for established, mainline American products, even if those brands are higher priced; strong family ties; a wish to preserve their native language and culture; and emphasis on education, achievement and bringing honor to their families.

The Asian market also is attracting the attention of national marketers and advertisers. Like the black and Hispanic markets, population concentrations of Asian Americans increase their viability as target markets for consumer goods and services.

Because black incomes are lower than either Hispanic or Asian American incomes, we can assume that black consumer spending is lower than Hispanic or Asian American spending, on average. Unfortunately, detailed expenditure data are not available for a national sample of Hispanics and Asian Americans.

Minorities in metropolitan markets

Current population estimates for metropolitan markets, whether from public or private sources, can yield valuable information on the relative sizes of minority populations. When combined with estimates of average household size and average yearly or weekly spending levels, such estimates also can be used to judge the value of a potential market.

For example, *Sales & Marketing Management Magazine*'s (S&MM) annual

Table 7

Top 25 black markets in 1987

(population of metropolitan area, in thousands)

Rank	Metropolitan area	Total population	Black population	Percent black
1	New York, NY	8,528	2,228	26.1
2	Chicago, IL	6,177	1,473	23.8
3	Los Angeles-Long Beach, CA	8,544	1,072	12.5
4	Philadelphia, PA	4,855	942	19.4
5	Washington, DC	3,625	940	25.9
6	Detroit, MI	4,359	915	21.0
7	Houston, TX	3,233	632	19.5
8	Atlanta, GA	2,663	629	23.6
9	Baltimore, MD	2,334	581	24.9
10	New Orleans, LA	1,337	436	32.6
11	Newark, NJ	1,902	431	22.7
12	St. Louis, MO	2,464	425	17.2
13	Dallas, TX	2,430	405	16.7
14	Memphis, TN	969	404	41.7
15	Norfolk-Virginia Beach, VA	1,338	385	28.8
16	Cleveland, OH	1,843	346	18.8
17	Miami-Hialeah, FL	1,818	344	18.9
18	Oakland, CA	1,978	293	14.8
19	Birmingham, AL	929	268	28.8
20	Richmond-Petersburg, VA	829	244	29.4
21	Charlotte-Gastonia-Rock Hill, SC-NC	1,088	236	21.7
22	Boston, MA*	3,718	203	5.5
23	Jacksonville, FL	890	198	22.2
24	Kansas City, MO-KS	1,543	195	12.6
25	Tampa-St. Petersburg-Clearwater, FL	1,979	194	9.8

*Boston metropolitan area comprises Boston, Lawrence, Salem, Lowell and Brockton, Mass.
Source: 1988 Survey of Buying Power

Table 8

Top 25 Hispanic markets in 1987

(population of metropolitan area, in thousands)

Rank	Metropolitan area	Total population	Hispanic population	Percent Hispanic
1	Los Angeles-Long Beach, CA	8,544	2,741	32.1
2	New York, NY	8,528	1,714	20.1
3	Miami-Hialeah, FL	1,818	772	42.5
4	San Antonio, TX	1,272	661	52.0
5	Chicago, IL	6,177	613	9.9
6	Houston, TX	3,233	598	18.5
7	Riverside-San Bernardino, CA	2,172	466	21.5
8	San Diego, CA	2,314	401	17.3
9	El Paso, TX	570	395	69.3
10	Anaheim-Santa Ana, CA	2,230	390	17.5
11	McAllen-Edinburg-Mission, TX	367	321	87.5
12	Phoenix, AZ	1,986	293	14.8
13	San Jose, CA	1,423	293	20.6
14	Dallas, TX	2,430	273	11.2
15	Oakland, CA	1,978	246	12.4
16	Brownsville-Harlingen, TX	258	219	84.9
17	San Francisco, CA	1,596	211	13.2
18	Corpus Christi, TX	369	210	56.9
19	Fresno, CA	601	206	34.3
20	Albuquerque, NM	487	195	40.0
21	Denver, CO	1,676	185	11.0
22	Jersey City, NJ	553	172	31.1
23	Oxnard-Ventura, CA	632	161	25.5
24	Newark, NJ	1,902	156	8.2
25	Austin, TX	745	155	20.8

Source: 1988 Survey of Buying Power

Survey of Buying Power ranks all metropolitan areas by the size of their black populations and Hispanic populations. A ranking of Asian Americans in metropolitan markets is still only available from the 1980 census. The rankings provide some important facts: The top two Hispanic markets are larger than the top two black markets. Size of market has little to do with the degree of concentration of a particular minority. Hawaii, California and New York contain virtually all the major Asian American metros except Chicago, Washington, D.C., Seattle-Everett, Houston and Portland, Ore.
(See Tables 7, 8 and 9)

Demographic information can help pinpoint the current size and minority group composition of newspaper markets. When coupled with household income and consumer expenditure data, the outlines of a potential market can begin to clarify. No one is suggesting that a market segmentation strategy for newspaper circulation and advertising is a foregone conclusion. However, given the growth rates of minorities, their geographic concentration, and their generally underappreciated levels of education, occupation, income and spending, few marketers can afford to ignore these markets.

Minority Businesses

Another rationale for researching the potential of minority markets is the growing presence of minority-owned businesses. These businesses represent potential advertising to both minority and nonminority newspaper readers. Metropolitan

Table 9

Top 25 Asian markets in 1980

(Population of metropolitan area, in thousands)

Rank	Metropolitan area	Total population	Asian population	Percent Asian
1	**Honolulu, HI**	463	463,117	60.7
2	**Los Angeles-Long Beach, CA**	457	456,693	6.1
3	**San Francisco-Oakland, CA**	336	335,689	10.3
4	**New York, NY**	288	287,534	3.5
5	**Chicago, IL**	151	150,846	2.5
6	**San Jose, CA**	102	101,922	7.9
7	**San Diego, CA**	95	95,090	5.1
8	**Anaheim-Santa Ana-Garden Grove, CA**	93	93,491	4.8
9	**Washington, DC-MD-VA**	87	87,037	2.7
10	**Seattle-Everett, WA**	68	68,262	4.2
11	**Houston, TX**	55	55,147	2.0
12	**Philadelphia, PA-NJ**	49	49,370	1.0
13	**Sacramento, CA**	48	47,593	4.3
14	**Boston, MA**	39	39,027	1.4
15	**Detroit, MI**	35	35,200	0.8
16	**Dallas-Fort Worth, TX**	29	28,735	1.0
17	**Portland, OR**	28	27,801	2.5
18	**Newark, NJ**	28	27,766	1.5
19	**Riverside-San Bernardino-Ontario, CA**	27	26,829	1.7
20	**Nassau-Suffolk, NY**	26	25,848	1.0
21	**Minneapolis-St. Paul, MN-WI**	25	24,552	1.1
22	**Denver-Boulder, CO**	24	24,165	1.5
23	**Baltimore, MD**	23	23,077	1.0
24	**Stockton, CA**	22	21,738	6.3
25	**Salinas-Seaside-Monterey, CA**	20	20,362	7.0

Source: U.S. Census Bureau, 1980 Census

American-owned businesses in 1982. The average metro in this group had 5,400 such businesses, according to a Census Bureau survey.

Not only are minority-owned businesses growing in number, their sales are substantial. Asian businesses had sales of $17.9 billion, Hispanic-owned businesses reported sales of $15 billion and black-owned businesses had total sales of $12.4 billion, according to the Census Bureau's latest (1982) figures.

In addition, retail sales made up a significant portion of these sales figures – 44 percent of Asian total sales and 33 percent of both Hispanic and black sales.

These revenues present newspapers with a new potential market that could have a positive impact on slow-growing newspaper advertising revenues.

Between 1984 and 1987, total newspaper advertising revenues increased 5 percent a year, from $23.5 billion to $29.4 billion. Classified advertising, however, accounted for most (9 percent) of the annual increases, while retail advertising increased only 3 percent and general advertising only 1.2 percent a year. This means that the retail and national advertising potential inherent in minority markets could lead to significant increases in newspaper advertising revenues.

Minority-owned businesses offer a unique opportunity for newspapers to find out about opportunities for advertising and increased circulation among minorities.

Table 10

Businesses owned by black Americans in 1982

Rank	Metropolitan area*	Number of black-owned businesses	Black population	Black pop. as % of metro. pop.
1	Los Angeles-Long Beach, CA	23,520	943,968	12.6
2	New York, NY--NJ	20,242	1,940,628	21.3
3	Washington, DC-MD-VA	18,805	853,719	27.9
4	Chicago, IL	13,860	1,427,826	20.1
5	Houston, TX	12,206	528,510	18.2
6	San Francisco-Oakland, CA	9,368	391,162	12.0
7	Detroit, MI	8,731	890,532	20.5
8	Philadelphia, PA-NJ	8,581	884,405	18.8
9	Dallas-Fort Worth, TX	7,825	419,200	14.1
10	Atlanta, GA	7,077	498,826	24.6
11	Baltimore, MD	6,376	556,872	25.6
12	St. Louis, MO-IL	4,671	407,856	17.3
13	New Orleans, LA	4,600	387,422	32.6
14	Cleveland, OH	3,992	345,646	18.2
15	Newark, NJ	3,927	417,787	21.3
16	Miami, FL	3,885	280,434	17.2
17	Memphis, TN-AR-MS	3,537	364,253	39.9
18	Norfolk-Virginia Beach-Portsmouth, VA-NC	2,799	223,530	27.7
19	Richmond, VA	2,532	174,529	27.6
20	Indianapolis, IN	2,513	157,254	13.5
21	Kansas City, MO-KS	2,473	173,184	13.1
22	Cincinnati, OH-KY-IN	2,410	173,656	12.4
23	Columbus, OH	2,174	134,686	12.3
24	Nassau-Suffolk, NY	2,056	162,484	6.2
25	Greensboro-Winston Salem-High Point, NC	2,038	159,578	19.3

*Metro areas as defined in 1980 **Source:** U.S. Census Bureau and American Demographics.

Table 11

Businesses owned by Hispanic Americans in 1982

Rank	Metropolitan area*	Number of Hispanic-owned businesses	Hispanic population	Hispanic pop. as % of metro pop.
1	Los Angeles-Long Beach, CA	29,982	2,066,103	27.7
2	Miami, FL	24,808	580,994	35.7
3	New York, NY-NJ	12,292	1,493,148	16.4
4	San Antonio, TX	10,341	481,511	44.9
5	Houston, TX	9,276	424,903	14.6
6	San Francisco-Oakland, CA	7,649	351,698	10.8
7	El Paso, TX	5,994	297,001	61.9
8	McAllen-Pharr-Edinburg, TX	5,766	230,212	61.3
9	Anaheim-Santa Ana-Garden Grove, CA	5,317	286,339	14.8
10	Riverside-San Bernardino-Ontario, CA	5,218	290,280	18.6
11	San Diego, CA	4,903	275,177	14.8
12	Chicago, IL	4,562	580,609	8.2
13	Dallas-Fort Worth, TX	4,493	249,614	8.4
14	San Jose, CA	4,243	226,611	17.5
15	Corpus Christi, TX	3,428	158,119	48.5
16	Brownsville-Harlingen-San Benito, TX	3,377	161,654	77.1
17	Denver-Boulder, CO	3,108	173,773	10.7
18	Albuquerque, NM	3,005	164,200	36.1
19	Oxnard-Simi Valley-Ventura, CA	2,992	113,192	21.4
20	Tampa-St. Petersburg, FL	2,686	79,431	5.1
21	Phoenix, AZ	2,631	199,003	13.2
22	Jersey City, NJ	2,367	145,163	26.1
23	Washington, DC-MD-VA	2,357	93,380	3.1
24	Fresno, CA	2,266	150,790	29.3
25	Laredo, TX	2,049	90,842	91.5

*Metro areas as defined in 1980 **Source:** U.S. Census Bureau and American Demographics.

Table 12

Businesses owned by Asian Americans in 1982

Rank	Metropolitan area*	Number of Asian-owned businesses	Asian American population	Asian pop. as % of metro pop.
1	**Los Angeles-Long Beach, CA**	**33,180**	456,693	**6.1**
2	**Honolulu, HI**	**21,583**	463,117	**60.7**
3	**San Francisco-Oakland, CA**	**16,312**	335,689	**10.3**
4	**New York, NY**	**13,967**	287,534	**3.2**
5	**Chicago, IL**	**7,751**	150,846	**2.1**
6	**Anaheim-Santa Ana-Garden Grove, CA**	**6,980**	93,491	**4.8**
7	**San Jose, CA**	**6,516**	101,922	**7.9**
8	**Washington, DC-MD-VA**	**5,457**	87,037	**2.8**
9	**Houston, TX**	**4,682**	55,147	**1.9**
10	**San Diego, CA**	**3,621**	95,090	**5.1**
11	**Seattle-Everett, WA**	**3,607**	68,262	**4.3**
12	**Philadelphia, PA-NJ**	**3,077**	49,370	**1.1**
13	**Sacramento, CA**	**2,698**	47,593	**4.7**
14	**Dallas-Fort Worth, TX**	**2,594**	28,735	**1.0**
15	**Riverside-San Bernardino-Ontario, CA**	**1,847**	26,829	**1.7**
16	**Detroit, MI**	**1,830**	35,200	**0.8**
17	**Baltimore, MD**	**1,649**	23,077	**1.1**
18	**Nassau-Suffolk, NY**	**1,592**	25,848	**1.0**
19	**Portland, OR**	**1,400**	27,801	**2.2**
20	**Denver-Boulder, CO**	**1,389**	24,165	**1.5**
21	**Newark, NJ**	**1,306**	27,766	**1.4**
22	**Boston, MA**	**1,262**	39,027	**1.4**
23	**Fresno, CA**	**1,148**	15,466	**3.0**
24	**Salinas-Seaside-Monterey, CA**	**1,018**	20,362	**7.0**
25	**Stockton, CA**	**1,011**	21,738	**6.3**

*Metro areas as defined in 1980. **Source:** U.S. Census Bureau and American Demographics

While certainly not all minority-owned businesses advertise solely to a particular minority group, a mutual interest in local business development can generate new ways of looking at minority markets. ■

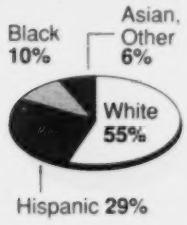
WHAT WORKS IN:

■ *Los Angeles*

Tom Johnson
Publisher and CEO
Los Angeles Times

Circulation:
1,116,334 (D); 1,394,910 (S)

Population of Los Angeles
(Los Angeles and Orange counties)

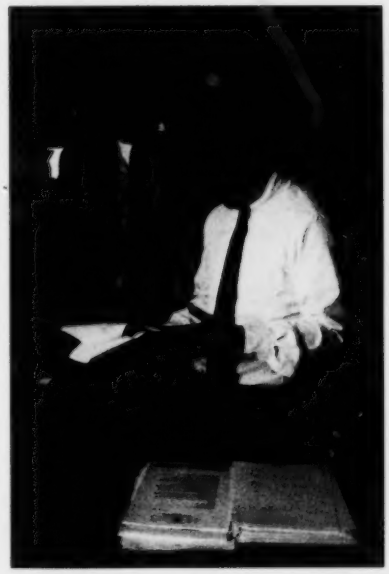


Challenge: Our market is perhaps the most racially and ethnically diverse in the nation. So making our coverage and work force reflect this diversity is one of our biggest challenges.

Advertising: We publish special bilingual editions aimed at Latino, Chinese and Korean readers whose English skills may be limited. The Spanish-English section, which started as a special advertising project developed by a Latina advertising intern, has since become so popular that we made it a monthly called *Nuestro Tiempo*.

Community Service and Outreach: In our "We Care" program, *Times* employees serve as role models for students at several predominantly minority high schools in Los Angeles and Orange counties.

Our senior management holds quarterly lunches with minority community leaders to hear their concerns about our coverage. We also offer community groups, minority and nonminority, free use of our facilities for meetings and receptions. And we provide extensive financial support and outright grants to various minority and nonminority community organizations.



Publisher Tom Johnson (left) and business reporter Bill Sing

Affirmative action: Each year 40 percent of our newsroom interns are minorities. We attend several minority job fairs nationwide. Managers' success in hiring and promoting minorities is a key criteria for determining their annual bonuses. Additionally, we encourage managers to increase purchases from minority vendors.

Training and development: We have established a reading lab that seeks to improve language and computer skills of employees for whom English is a second language. We also offer the lab to disadvantaged downtown residents. The first group of students to graduate from the lab improved their reading skills by an average of two grade levels. The lab has been very successful and has received nationwide recognition from the media and educators.

We select minorities from both inside and outside the *Times* for year-long sales internships in our display and classified advertising departments. We hire many into full-time positions.

One of our goals is for people to better understand each other and work together better to put out a great newspaper. So we offer full-day training seminars at which managers learn how to better understand the impact of a multi-cultural workforce. Also, through our multi-cultural education program, we videotaped several sessions in which employees of diverse nationalities describe their family traits, values, beliefs and customs. We are sharing these tapes with other employees.

We also are developing a program to teach circulation department managers how to better understand and communicate with our many employees from Pakistan, India, Vietnam, Mexico and other Asian and Latin American countries.

Progress: We need to do more. Even with all our programs, we are dissatisfied with our rate of progress. I am determined to do more in the next five years. ■

SECTION IV

■ *How to use demographic data to:*

Estimate the potential for newspaper circulation amoung minorities

Few newspaper managers would implement a strategy to increase circulation among minority readers without first looking at some hard numbers.

What follows is a technique for estimating the potential for newspaper circulation among minority populations. Actual data are used from two contrasting newspaper markets – Riverside, Calif., and Rochester, N.Y. These two markets were selected because they have widely different growth rates, yet they both offer opportunities for exploring the potential of minority markets.

Here's one way to discover the potential:

Step 1. Get current estimates of minority populations. (See page 37 for sources. One of them is Market Statistics, a New York-based firm responsible for the Survey of Buying Power.)

According to that survey, Riverside's black population totalled 109,600 in 1988. The Hispanic population in 1988 totalled 465,700.

Step 2. With the current population estimates in hand, the next step is to apply readership rates for adults.

Lacking detailed age data, the only reasonable course is to assume that the minority populations are distributed by age in 1988 as they were in 1980. Readership rates for minority readers can be found in local readership surveys. If not, use the national readership rates by age for minority groups. Local newspaper market surveys have the advantage of measuring local variations in readership. National readership data, such as that provided by Simmons Market Research Bureau (SMRB) or Mediamark Research Inc. (MRI), have the advantage of large samples and integration with other consumer databases.

For Riverside, if blacks age 18 or older read at the national rate of 51 percent, then about 56,000 blacks in the two-county metropolitan area should be expected to read a daily newspaper. (Example: .51 X 109,600 = 56,000.) Among adult Hispanics, assuming a readership rate of 52 percent, 242,000 readers should pick up a daily newspaper.

For Rochester, at the same national readership rates, 46,000 adult blacks would be expected to read a daily newspaper. Among Rochester's Hispanics, nearly 12,000 would be expected to read a daily newspaper.

Step 3. The final step is to convert the estimated adult readership within each minority group into a household count for circulation purposes.

To convert an adult population count into a household count, use the average number of adults per household. Since average household size changes slowly, a figure from the 1980 census should prove adequate if more current sources are not available. Divide the estimated number of adult readers by the average number of adults per household. The implication of this calculation is that all the adults in households that receive a newspaper actually read the paper.

In the Riverside-San Bernardino area, using a national average of 1.7 adults per black household, circulation potential would be 33,000 among black households. (Example: 56,000/ 1.7 = 33,000.) Using a national average of 2.02 Hispanic adults per household, circulation potential among Hispanic households would be 120,000.

In the Rochester area, using the same adults per household figures, black households would have a circulation potential of 27,000 households and Hispanic households would have a potential circulation of 6,000 households. ■

How to use demographic data and a market-based strategy to establish hiring targets for minorities

One approach to establishing priorities for minority employment in newspapers is to assume that a work force that represents all cultural groups in a market can better create a newspaper that appeals to those groups. A newspaper with a representative work force presents itself as a full participant in the economic, political and cultural life of the community.

The following exercise is one scenario for increasing minority hiring that takes into account trends in the newspaper industry as well as demographic factors.

Assume a newspaper work force of 1,000 and a current level of minority representation of 16 percent, equal to the industry average in 1988. What would it take to raise that level to 28 percent, the projected minority proportion of a hypothetical newspaper market, by the year 2000?

If the newspaper's work force grows at the same rate as employment in the newspaper industry nationwide – about 0.9 percent annually – 1,000 employees would become 1,114 by the year 2000. That growth represents 114 net new jobs over the 12 years. But what about turnover?

Current replacement needs due to people leaving the newspaper for whatever reason may run about 10 percent per year. That means that 100 employees in a work force of 1,000 would need replacing in the first year, 101 the second year, and so on. When added to the new job openings, a total of 109 openings need filling in the first year.

The table illustrates the implications of setting a minority work force target of 28 percent in the year 2000. Assuming that minorities leave at the same 10 percent rate as all employees, the newspaper must hire 29 new minority employees starting in 1989 and rising to 45 by the year 2000. That would represent 26 percent of all new hires in 1989, rising to 37 percent by 2000. *(Table 13)*

Newspapers can use demographic information to set market-based goals for minority hiring. This example assumes the goal of matching a newspaper's work force to the minority proportions in a paper's market area. Market-based minority hiring targets also could be established using other criteria:

1. The percent minority in the current or projected newspaper market
2. The percent minority among the current or projected circulation households
3. The percent minority in the labor area from which a newspaper draws its work force
4. The percent minority in the college-educated labor force

Some of these criteria refer to the newspaper market, while others turn on characteristics of specific labor markets. One purpose of this exercise is to raise the issue of market-based criteria for hiring minority newspaper employees at all levels. The assumption is that increased circulation and advertising revenues hinge on developing strategies to develop the potential of minority employees as well as minority consumer markets. ■

Table 13

Minority hiring targets at a hypothetical newspaper

Year	All jobs	New jobs	Replace jobs*	Total new hires	Pct. Min. target	Implied minority workers	Total minority hires**	Percent of all openings
1988	1,000	---	---	---	16.0%	160	---	---
1989	1,009	9	100	109	17.0%	172	29	26%
1990	1,018	9	101	110	18.0%	183	30	27%
1991	1,027	9	102	111	19.0%	195	31	28%
1992	1,036	9	103	112	20.0%	207	33	29%
1993	1,046	9	104	113	21.0%	220	34	30%
1994	1,055	9	105	114	22.0%	232	36	31%
1995	1,065	9	106	115	23.0%	245	37	32%
1996	1,074	10	106	116	24.0%	258	39	33%
1997	1,084	10	107	117	25.0%	271	40	34%
1998	1,094	10	108	118	26.0%	284	42	35%
1999	1,104	10	109	119	27.0%	298	43	36%
2000	1,114	10	110	120	28.0%	312	45	37%

Source: American Demographics.
* Assumes minority employees and others leave jobs at rate of 10 percent per year.
** Includes minorities hired to replace minorities as well as new minority hires.

How to find and use demographic data on minority consumers in your newspaper market

Sources of demographic information on minorities:

1. Population statistics

Census data: Until the 1990 census figures are available, the 1980 census is still the best source of detailed population data for smaller areas. Several private data companies, as well as the Census Bureau, provide such data: e.g. CACI, Fairfax, Va.; Claritas, Alexandria, Va..; Donnelley Marketing Information Services, Stamford, Conn.; National Decision Systems, Encinitas, Ca.; National Planning Data Corp.; Ithaca, N.Y.; and Urban Decision Systems in Los Angeles. Reports can be customized for segments of newspaper markets.

Current estimates: These represent post-1980 census estimates of the number of blacks, Hispanics, Asians and others in an area. For example, the New York-based firm Market Statistics, Inc. provides current estimates of blacks and Hispanics for counties and metropolitan statistical areas (MSAs). The firm uses administrative records (school enrollments, INS records, housing starts, etc.) and demographic techniques (incorporating migration estimates and vital statistics) at the county level to estimate county populations for intercensal years. The Census Bureau publication, *Estimates of the Population for Blacks, Persons of Other Race, and Hispanics, for States, Metropolitan Areas and Selected Counties: 1980-85* (Current Population Reports, series P-25), is a valuable source of detailed estimates for minority populations until the 1990 census is available. (Call Government Printing Office order desk at 202-783-3238.)

Projections: A projection is only as good as its starting point and the justifications for its assumptions. Projections of populations have larger margins of error if they refer to rapidly growing populations in small geographic areas. Ten-year projections can be expected to have larger errors than five-year projections. No projection, however, is either right or wrong; its assumptions are only more or less reasonable. The firms listed above provide five-year projections.

2. Consumer data

Consumer expenditures: National data on household expenditures by race is available from the Bureau of Labor Statistics annual Consumer Expenditure Survey. These data are used by several private data companies listed above to derive customized trade area estimates of consumer spending based on the demographics of an area. Estimates for areas of high minority population concentration can be compared with areas of lesser concentration.

Retail sales: Retail sales estimates for different merchandise categories are provided by the Census Bureau. Private data companies use these to derive estimates of current retail sales and retail sales potential for customized market areas.

3. Newspaper readership

National: Mediamark Research, Inc., New York, N.Y., and Simmons Market Research Bureau, New York, N.Y. provide computer databases that permit PC users to cross-tabulate readership variables by demographics, including age, income and education.

Local: Newspaper market studies can be conducted by such firms as Belden Associates, Dallas, Texas, and Birch Scarborough Research, Englewood Cliffs, N.J. Unfortunately, most media kits for newspapers do not estimate minority readers in a market area.

What to watch:

1. Definitions: Because Hispanics may be of any race, there is double counting of Hispanics in most demographic statistics by race. Care must be taken to reallocate Hispanics to a separate group to derive a total minority figure. Two tables in the Census Bureau's Hispanic population projection volume (Current Population Reports, Population Estimates and Projections, Projections of the Hispanic Population: 1983 to 2080, Series P-25, No. 995, tables 3 and 8) provide projections of total Hispanics and white Hispanics by age. These tables can be used to estimate the percent of Hispanics close to 94 percent who would be classified white in a demographic breakdown age and race. The 1980 census question on race should not be used to reallocate Hispanics.

2. Households: Since newspapers are concerned about household circulation, care must be taken to convert readership figures for individuals to potential circulation among households. The 1980 census remains the best source of information on average household size for minorities within small geographic areas. However, national trends in household size for minority groups are best captured in the Current Population Survey (annual March demographic file). See, especially, these two annual Census Bureau publications based on the CPS: Household and Family Characteristics, (Current Population Reports, Series P-20) and Money Income of Households, Families, and Persons, (Current Population Reports, Series P- 60).

3. Trends: A growth trend for minorities in a newspaper market hinges on at least least two population figures, usually the 1980 census count and a current estimate. (Because of the different census procedures for Hispanics in the 1970 and 1980 censuses, Hispanic growth in the 1970s can be exaggerated.) The accuracy of the current estimate must be evaluated before any projection is taken too seriously. The 1990 census will be crucial for establishing new benchmarks for population projections. All newspapers have an important stake in promoting the 1990 census, especially among minorities in their communities. An accurate and complete census count improves planning efforts for schools, government and business markets. ■

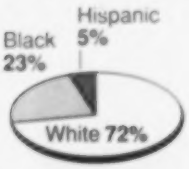
WHAT WORKS IN:

■ *Milwaukee*

Bob Kahlor
President
The Milwaukee Journal and Sentinel

Circulation:
Journal: 269,155 (D); 509,795 (S)
Sentinel: 181,298 (D)

Population of Milwaukee
(half of primary market area)



Situation: During the 1970s, the black population in the U.S. grew by 17 percent, but in Wisconsin, the increase was 42 percent, most of it in Milwaukee. The number of Hispanics is growing, too. Among blacks, according to the 1987 Scarborough report, readership of the daily *Journal* is 63 percent and reaches 89 percent on Sundays. An estimated 35 percent of blacks read the morning *Sentinel*.

Coverage: In *The Journal* newsroom, we do something we call "mainstreaming" – making a point to include minorities in all sorts of stories in all sections of the paper. No matter what the story is about, if it affects the entire community and people are being quoted, then minority people are among those quoted (without, of course, calling attention to their race unless it matters to understanding the story). For example, in a recent Food section story, one of three chefs pictured and quoted just happened to be black. We have compiled a source list of black community leaders with knowledge on a wide range of topics.

Personnel manager Wanda Calmese (left), president Bob Kahlor and personnel administrator Suzanne Kroening

The various desk heads all set goals, which are reviewed, about representing the interests and needs of the black community in sections they're responsible for.

Review: *The Journal* newsroom has a committee which meets several times a year to review the paper and let us know how they think we're doing on minority coverage.

Advertising: We did a market book, aimed primarily at national advertisers, telling all demographic reasons why they should advertise in our papers. We made a special effort to reflect our city's diversity in the book, but when I talked with community leaders, I heard from several of them that we didn't do enough. I answered every letter promising to try harder.

Purchasing: For all the things we buy locally, we make a conscious effort to seek out quotes from minority businesses.

Circulation: Many people in our central city conduct their business on a cash basis, so we arranged with several outlets that cash paychecks and sell money orders to accept payments for the newspaper, too. For customers who prefer, we offer a monthly pay-by-mail plan. This alleviates the problems of young carriers carrying around quantities of cash.

Outreach: During the summer, working through the Boys and Girls Club, we enlist street hawkers to sell papers just like in the old days. It provides employment for as many as 50 kids a day at the peak of the summer.

Our employees are also involved in tutoring people who want to learn how to read. Not all, but many of those are minorities. ■

CONCLUSION

Minority groups can provide new markets for circulation and new sources of advertising for newspapers. Circulation potential exists among newly suburbanized minority populations as well as in urban neighborhoods. Potential for increased advertising revenues comes from the prevalence of minority-owned businesses as well as from national and local advertisers seeking to reach minority audiences.

To realize this potential, newspaper publishers must begin researching their individual minority communities and forming more aggressive hiring and recruiting strategies. If circulation, advertising and editorial talent are the bedrock of the newspaper business, building for the future depends increasingly on strategic investments in minority employees and minority readership. Growth of the newspaper work force depends on educating, hiring and training minority employees at all levels of the newspaper business. Growth in circulation and advertising depends on cultivating a strategic presence in rapidly emerging minority markets.

As the U.S. population becomes more ethnically and racially diverse, this diversity will extend into the work force, our communities and our national culture. Beyond mere population increases, minority communities will increasingly influence the institutions and culture of mainstream America. Minorities are becoming major players in all aspects of American life – politics, education, business, the arts and the sciences. Newspapers are uniquely situated to form partnerships with these emerging minority communities, while chronicling the changing face of America. Indeed, minorities are the cornerstones of opportunity and growth in a demographically diverse marketplace. ■

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TASK FORCE ON MINORITIES IN THE NEWSPAPER BUSINESS

Participating Organizations:

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American Association of Sunday and Feature Editors

American Newspaper Publishers Association Foundation

American Press Institute

American Society of Newspaper Editors

*Asian American Journalists Association

*Associated Press Managing Editors

Association for Education in Journalism and Mass Communication

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AMERICAN DEMOGRAPHICS MAGAZINE BOX 68 • ITHACA, N.Y. 14851